

Bryant University

GRADUATE PROGRAMS COURSE CATALOG • 2023/2024





Bryant University

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LETTER FROM THE PRESIDENT

Welcome to Bryant University!

It is a time of growth, innovation, and excellence for Bryant University. Our national reputation is on the rise, and Bryant is in the country's top 1% of universities for economic mobility and lifetime return on investment. And thanks to the generous gift from Fidelity Investments, Bryant's top-ranking College of Business will move to a state-of-the-art 250,000-square-foot building, increasing the physical footprint of campus in alignment with Vision 2030 - our strategic plan that sets the course for a bold path forward.

Let this catalog serve as your guide to help you explore the many opportunities and experiences that Bryant University provides. I welcome you to be part of our exciting future and explore our outstanding academic programs that will create the foundation for a lifetime of personal discovery and professional accomplishment.

Bryant's College of Arts and Sciences, our College of Business, and the School of Health and Behavioral Sciences offer almost fifty undergraduate and graduate degree programs, majors, and concentrations. You will benefit from an integrated academic approach that combines studies in business, STEM fields, and the liberal arts, providing the real-world-ready skills to become a leader of character in a rapidly changing world.

Bryant's close knit-community offers a vibrant student life experience, and our faculty, staff, and senior leaders are student-focused. Learning in small classes and a supportive environment, you will receive the personal attention of a small university with all the opportunities a larger institution provides.

It is an exciting time to be a Bryant Bulldog, and I look forward to meeting you on campus. As you explore our university, please let us know how we can help. Your success is our success, and we look forward to helping you achieve your academic and career goals.

Warmly,

Ross Gittell, Ph.D.

President

GRADUATE

Bryant University offers graduate programs within the College of Arts and Sciences, College of Business, and the School of Health and Behavioral Sciences.

Bryant University Mission Statement

Bryant University's mission is to educate and inspire students to discover their passion and become innovative leaders with character around the world.

College of Arts and Sciences

The College of Arts and Sciences offers the following degrees:

- Master of Science in Actuarial Science - Online Program. (p. 8)
- Certificate of Graduate Studies in Sustainability Practices

College of Business

The College of Business offers the following degrees:

- One Year Master of Business Administration with Specializations (p. 9)
- Two Year Master of Business Administration with Specializations (p. 10)
- Two Year Master of Business Administration Custom for Healthcare Organizations (p. 11)
- Master of Science in Accounting (p. 15)
- Master of Science in Accounting with an Analytics Specialization
- Master of Accounting with a Tax Specialization (p. 16)
- Master of Science in Taxation Online (p. 17)
- Online Master of Business Administration
- Certificate of Graduate Study in Business Analytics (p. 18)
- Certificate of Graduate Study in Innovation Healthcare Leadership (p. 18)

School of Health and Behavioral Sciences

The School of Health and Behavioral Sciences offers the following degrees:

- Master of Science in Physician Assistant Studies (p. 29)
- Master of Science in Healthcare Informatics (p. 28)

Bryant University Accreditation

Bryant University is accredited by the New England Commission of Higher Education (NECHE, formerly NEASC). Inquiries regarding the accreditation status by NECHE should be directed to the administrative staff of Bryant University. Individuals may also send mail to the New England Commission of Higher Education at the mailing address shown here, (<https://cihe.neasc.org>), telephone 781-425-7785, or send email to cihe@neasc.org.

The College of Business at Bryant University is accredited by AACSB International—The Association to Advance Collegiate Schools of Business and is one of only four Rhode Island colleges and universities to have received this prestigious national accreditation.

The Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) has granted **Accreditation-Continued** status to the

Bryant University Physician Assistant Program sponsored by Bryant University.

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 June 2028. The review date is contingent upon continued compliance with the Accreditation Standards and the ARCA-PA policy.

The College of Arts and Sciences at Bryant University is a member of the Association of American Colleges & Universities (AACU), the leading national association that supports the quality, vitality, and public standing of liberal education.

Bryant is a member of the American Council on Education, the College Entrance Examination Board, and the Educational Testing Service of Princeton, NJ.

Bryant has been approved for membership by the American Association of University Women.

Bryant University is a full member of the Consortium for Undergraduate International Business Education (CUIBE).

Bryant supports the efforts of secondary school officials and governing bodies to have their schools achieve regional accreditation status to provide reliable assurance of the quality of educational preparation of its applicants for admission.

Nondiscrimination Policy

Bryant University admits students of any race, gender, sexual orientation, religion, color, national or ethnic origin to all the rights, privileges, programs, and activities generally afforded or made available to students at the school. It does not discriminate unlawfully on the basis of race, gender, sexual orientation, religion, color, national or ethnic origin in administration of its educational policies, admission policies, scholarships and loan programs, and athletic and other school-administered programs. In addition, Bryant University does not discriminate unlawfully against the disabled and is in full compliance with the Rehabilitation Act of 1973, as amended. Inquiries/complaints with regard to discrimination on the basis of race, gender, sexual orientation, religion, color, national or ethnic origin should be directed to the Vice President of Student Affairs, Bryant University, Smithfield, RI 02917-1284, telephone (401) 232-6046. Persons may also contact Director, U.S. Department of Education, Office of Civil Rights, Region One, Boston, MA 02109, regarding the University's compliance with regulations.

Disclaimer

This catalog is reviewed and revised annually to provide up-to-date information to students and other interested parties regarding all aspects of academic and administrative policies. Every reasonable effort has been made to determine that the information contained within is current, correct, and complete. Bryant University reserves the right to make changes whenever necessary.

Consent for use of likeness

Bryant University periodically takes photographs and/or video of students, faculty, alumni, and staff on Bryant's campus and at official Bryant functions conducted off campus. Bryant reserves the right to use these images, likenesses, and/or voice with or without appropriate identification.

ACADEMIC CALENDARS

On-Campus Programs Calendar

FALL TERM – 2023

One Year and Two Year MBA Management Concepts and Skills	Friday, August 25 through Saturday, August 26
MSA and MSA/Tax Preparing for MSA Success	Tuesday, August 29
Graduate Classes Begin	Tuesday, September 5
Convocation	Wednesday, September 6- 3:00 PM
Graduate Add Period Ends	Tuesday, September 12
Graduate Drop Period Ends	Tuesday, September 19
Day of Understanding	Thursday, October 19
Columbus Day/Indigenous Peoples' Holiday (No Classes)	Monday, October 9
Thanksgiving Recess	Begins with Tuesday classes at 5 p.m. on November 21 and ends on Sunday, November 26
Graduate Day Classes End	Tuesday, December 12
Graduate Evening Classes End	Thursday, December 14
Graduate Day Examination Period	Thursday, December 14 through Thursday, December 21
Graduate Evening Examination Period	Monday, December 18 through Thursday, December 21
Semester Ends	Thursday, December 21

WINTER TERM – 2024

Classes Begin	TBA
Classes End	TBA

SPRING TERM – 2024

MSA and MSA/Tax Preparing for MSA Success	Wednesday, January 25
Graduate Classes Begin	Thursday, January 26
Graduate Add Period Ends	Thursday, February 2
Graduate Drop Period Ends	Thursday, February 9
Holiday: President's Day	Monday, February 20
Spring Break	Monday, March 13 through Sunday, March 19
Research and Engagement (REDay)	Wednesday, April 12
Graduate Day Classes End	Friday, May 5
Graduate Evening Classes End	Monday, May 8
Graduate Day Examination Period	Monday, May 8 through Monday, May 15
Graduate Evening Examination Period	Tuesday, May 9 through Monday, May 15
Term Ends	Tuesday, May 16
Graduate Commencement	Thursday, May 18

SUMMER TERM – 2024

Graduate Term Begins	Monday, May 22
ACG 515: Preparing for MSA Success	Monday, May 22

MBA Summer I and Full Summer Classes Begin	Monday, May 22
MSA/Tax Summer I Classes Begin	Tuesday, May 23
MSA/Tax Summer I M/W Makeup Class	Friday, May 26
Memorial Day Holiday (No classes all programs)	Monday, May 29
Monday Schedule for all Summer I Graduate Courses	Tuesday, May 30
Juneteenth Holiday (No classes all programs)	Monday, June 19
ALL Summer I Classes End	Thursday, June 29
Independence Day Holiday(No classes all programs)	Monday, July 3 - Tuesday, July 4
ALL Summer II Graduate Classes Begin	Wednesday, July 5
Victory Day Holiday (No classes all programs)	Monday, August 7
All Summer II and Full Summer Classes End	Monday, August 10

Online Programs Calendar

MBAO 550 Launch	July 15,2023
Summer II Session Begins	August 05,2023
Summer II Session Ends	October 14, 2023
GRO Launch	September 23,2023
Fall Session Begins	October 14, 2023
Fall Session Ends	December 23,2023
GRO Launch	December 9,2023
Winter Session Begins	January 6,2024
Winter Session Ends	March 16,2024
GRO Launch	February 24,2024
Spring Session Begins	March 16,2024
Spring Session Ends	May 25,2024
GRO Launch	May 4, 2024
Summer I Session Begins	May 25, 2024
Summer II Session Ends	August 3, 2024
GRO Launch	September 21,2024
Fall Session 2024 Begins	October 12, 2024
Fall Session 2024 Ends	December 21, 2024

Physician Assistant Program Calendar (p. 28)

University Faculty

Tenure and Tenure Track Faculty

Daniel Ames, Associate Professor, Accounting, B.S. Brigham Young University; M.A. Duke University; Ph.D. Southern Illinois University-Carbondale

Madan Annavarjula, Professor, Management, B.S. Gulbarga University, India; M.B.A. Karnatak University, India; Ph.D. Temple University

Asli Ascioğlu, Professor, Finance, B.S. Middle East Technical University; M.S. Texas Tech University; Ph.D. University of Memphis

Laura Beaudin, Assistant Professor, Economics, B.A. St. Michael's College; M.A., Ph.D. University of New Hampshire

David Beausejour, Professor, Accounting, B.S., M.S.T. Bryant University; J.D., Suffolk University; C.P.A.

Aziz Berdiev, Associate Professor, Economics, B.A. Berea College; M.S., Ph.D. University of Kentucky

Kristen M. Berkos, Associate Professor, Communication, B.A., M.A. California State University, Long Beach; Ph.D. Louisiana State University

James Bishop, Professor, Mathematics, B.A., M.A. State University of New York; Ph.D. Northeastern University

Brian Blais, Associate Professor, Science and Technology, B.A. Wesleyan University; Sc.M., Ph.D. Brown University

Dennis M. Bline, Professor, Accounting, B.S.B.A. Indiana University Southeast; M.B.A., Ph.D. University of Arkansas

Ronald Bobroff, Professor, History; Faculty Director of General Education, B.A. University of Pennsylvania; MA Duke University, MSc London School of Economics and Political Science, PhD Duke University

Andrea Boggio, Professor, Legal Studies, B.A. Università Cattolica del Sacro Cuore, Italy; J.S.M., J.S.D. Stanford Law School

Stefanie Boyer, Associate Professor, Marketing, B.A., M.B.A., Ph.D. University of South Florida

Michael S. Bryant, Professor, Legal Studies, M.S., J.D. Emory University; MA., Ph.D. Ohio State University

Allison Butler, Associate Professor, Psychology, B.S. The College of William Mary; M.Ed. University of Virginia; Ph.D. Boston College

Valerie Carrigan, Assistant Professor, Studio Art in History, HLA, B.S. Nazareth College; M.A. Western Washington University; M.A. The University of the Arts

Gregg Lee Carter, Professor, Sociology, B.A. University of Nevada Las Vegas; M.A., M.Phil., Ph.D. Columbia University

Lori Ann Coakley, Professor, Management, B.A. University of California, Santa Cruz; M.B.A. University of Lowell; Ph.D. University of Massachusetts

Charles P. Cullinan, Professor, Accounting, B.S. Suffolk University; M.S. State University of New York; Ph.D. University of Kentucky; C.P.A.; C.M.A.; C.I.A.

Amber Day, Professor, English and Cultural Studies, B.A. McGill University; M.A., Ph.D. Northwestern University

John W. Dietrich, Professor, Political Science, B.A. University of Pennsylvania; M.A., Ph.D. Johns Hopkins University

Geri-Louise Dimas, Assistant Professor, Data Science, B.S. B.A. Roosevelt University; M.S. Bowling Green State University; Ph.D. Worcester Polytechnic Institute

Amanda Fontaine, Associate Professor, Political Science, B.A. Clark University; M.A. University of New Hampshire; Ph.D. University of New Hampshire

Nicole Freiner, Associate Professor, Political Science, B.A. Alfred University; M.A., Ph.D. Colorado State University

Richard Gorvett, Professor, Mathematics, B.S. University of Illinois at Chicago; M.B.A. University of Chicago; Ph.D. University of Illinois at Urbana-Champaign

Michael J. Gravier, Associate Professor, Marketing, B.A. Washington University St. Louis; M.S. Air Force Institute of Technology; Ph.D. University of North Texas

Zahra Heydarifard, Assistant Professor, Management, B.S. The University of Tehran; M.S. The University of Tehran; M.B.A. The University of Texas; Ph.D. The University of Texas

Kirsten Hokeness, Professor, Science and Technology, B.S. University of New Hampshire; Ph.D. Brown University

Richard G. Holtzman, Associate Professor, Political Science, B.A. University of California San Diego; Ph.D. University of Texas at Austin

Tony Houston, Associate Professor, Modern Languages, B.A., M.A. University of Kentucky; Ph.D. University of Illinois at Urbana-Champaign

Eun Yeon Kang, Associate Professor, Marketing, B.S. Kyung Hee University; B.A. Michigan State University; M.A. Michigan State University; Ph.D. University of Texas

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Huan Kuang, Assistant Professor, Finance, B.S.c Southwestern University; M.Sc. Georgia State University; Ph.D. University of Massachusetts

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Qin Leng, Professor, Science and Technology, B.S., M.S., Ph.D. Chinese Academy of Sciences

David Louton, Professor, Finance, B.S., M.B.A., Ph.D. Michigan State University

Bradford D. Martin, Professor, History, B.A. Yale University; M.A. University of Massachusetts/Boston; Ph.D. Boston University

Teresa McCarthy, Associate Professor, Marketing, B.S. University of Massachusetts; M.S. University of Rhode Island; Ph.D. University of Tennessee

Judith McDonnell, Professor, Sociology, A.B. Cornell University; A.M., Ph.D. Brown University

Sam Mirmirani, Professor, Economics, B.S. National University of Iran; M.S. University of Dallas; M.A., Ph.D. Clark University

Ramesh Mohan, Professor, Economics, B.S., M.S. University of Malaya; Ph.D. Kansas State University

Chris R. Morse, Associate Professor, Communication, B.A., Ph.D. Pennsylvania State University; M.A. Illinois State University

Keith Murray, Professor, Marketing, B.A. Columbia Union College; M.A. Pepperdine University; M.B.A. Boston University; Ph.D. Arizona State University

Peter J. Nigro, Sarkisian Chair and Professor, Finance, B.A. College of the Holy Cross; M.A. University of Southern California; Ph.D. Boston College

Kevin Pearce, Associate Professor, Communication, B.A. San Jose State University; M.A. San Diego State University; Ph.D. Kent State University

Dirk Primus, Assistant Professor, Management, M.B.A. University Berlin, Business College St. Gallen, DePaul University Chicago, Kelly School of Business, Indiana University; M.Sc. Nuremberg Institute of Technology; Ph.D. Bentley University

John T. Quinn, Professor, Mathematics, Sc.B. Brown University; S.M., Ph.D. Harvard University

Andres Ramirez, Associate Professor, Finance, M.B.A. University of Texas Pan American Ph.D. University of South Carolina

Christopher Reid, Associate Professor, Science and Technology, B.Sc. Laurentian University; M.Sc. University of Waterloo; Ph.D. University of Guelph

Thomas J. Roach, Professor, English and Cultural Studies, B.A. Boston College; M.A., Ph.D. University of Minnesota

Michael Roberto, Professor, Trustee Professor of Management, A.B., M.B.A., D.B.A. Harvard University

Christopher J. Roethlein, Professor, Management, M.A. Western New England College; M.B.A. Rensselaer Polytechnic Institute; Ph.D. University of Rhode Island

Saeed Roohani, Professor, Accounting, B.A. Institute of Advanced Accounting; M.B.A. Sol Ross State University; M.S. Louisiana State University; D.B.A. Mississippi State University

Jennifer Rowlett, Assistant Professor - Digital Communications, B.S. Georgetown College; M.A. Clemson University; Ph.D. Florida State University

Elzotbek Rustambekov, Associate Professor, Management, B.A. Tashkent State Technical University; M.B.A. Hofstra University; M.S. University of St. Andrews; Ph.D. Oregon State University; Ph.D. Old Dominion University

Wendy Samter, Professor, Communication, B.A. LaSalle University; M.A., Ph.D. Purdue University

Hakan Saraoglu, Professor, Finance, B.Sc., M.B.A. Bogazici University; Ph.D. Michigan State

Kristin Scaplen, Assistant Professor, B.Sc. University of Connecticut, Ph.D. Brown University

Kenneth J. Sousa, Associate Professor, Information Systems and Analytics, B.S. Roger Williams College; M.B.A. Bryant University; Ph.D. University of Rhode Island

Edinaldo Tebaldi, Professor, Economics, B.A. State University of Maringá Brazil; M.A. Federal University of Ceará Brazil; M.A., Ph.D. University of New Hampshire

Joseph J. Trunzo, Professor, Psychology, B.S. Marywood College; M.A., Ph.D. MCP Hahnemann University

John K. Visich, Professor, Management, B.A. Widener University; M.B.A. Goldey-Beacon College; Ph.D. University of Houston

Hong Yang, Professor, Science and Technology, B.S. Wuhan College (PR China); M.S. China University of Geosciences; Ph.D. University of Idaho

Srdan Zdravkovic, Associate Professor, Marketing, B.S. University of Evansville; M.B.A. University of Southern Indiana; Ph.D. St. Louis University

Tingting Zhao, Assistant Professor, B.Sc. Chu Kochen; M.Sc. University of British Columbia; Ph.D. University of British Columbia

Cathy Zheng, Assistant Professor, B.A. East China University of Science and Technology; M.A. Bentley University; Ph.D. University of South Carolina

Xiaochuan Zheng, Professor, B.S. Renmin, M.S. Graduate School of People's Bank of China; M.S. University of Mississippi; Ph.D. Drexel University

Term Faculty

Mary Anne Clarke, Lecturer, Politics, Law and Society, B.A. Rhode Island College; M.A. The University of Connecticut, Rhode Island Teacher Education Program, Rhode Island College

Thomas Dougherty, Executive in Residence, B.A. Binghamton University, M.A. Binghamton University

Holly Dygert, History, Literature, and the Arts, B.A. Hartwick College; M.A. Michigan State University; Ph.D. Michigan State University

Kevin Gainor, Lecturer, Marketing, B.S. Bryant University; M.B.A. Northeastern University

Mary Ann Gallo, Lecturer, Communication, B.A. Northeastern University; M.S. Northeastern University

Jennifer Hurrell, Clinical Associate Professor, B.S. Quinnipiac University; M.S., Quinnipiac University; Ph.D. University of St. Augustine

Carrie Kell, Lecturer and Interim Coordinator of First Writing Program, B.A. University of Toledo; B.E. University of Toledo; M.A. University of Toledo; M.Ed. Northeastern University; Ed.D. University of Wyoming

Bryan Knapp, Lecturer, History, Literature, the Arts, B.A. University of California; M.A. Washington University in St. Louis; M.A. Brown University; Ph.D. Brown University

Valerie Leduc, Lecturer, Management, A.S. Community College of Rhode Island; B.S. Bryant University; M.A. University of Rhode Island

Jennifer Mier, Lecturer, Accounting, B.S. Worcester State College; MPAC Rhode Island College

Mehreen Pasha, Lecturer, Management, M.B.A. Institute of Business Administration, Pakistan; Bryant University, M.B.A. Bryant University

Eric Paul, Lecturer, History, B.A. Rhode Island College; M. A. Farleigh Dickinson University

Ferdous Sardar, Visiting Assistant Professor, Economics, B.A. University of Dhaka; M.B.A. Institute of Business Administration University of Dhaka; M.A. Central Michigan University; PhD, University of Washington

Kristin Taylor-Costello, Lecturer, A.A. Community College of Rhode Island; B.A. Rutgers University, M.A.; Ph.D. Florida State University

Michele Varin, Lecturer, B.S. Roger Williams University; M.A. Bryant College

Jack Vensel, Professor of Practice, Management, B.S. Boston College; M.A. Harvard Business School

Monica Ward, Lecturer, B.A. Rutgers University; M.A. Rutgers University; Ph.D. University of North Carolina

Graduate School Administration

College of Business

Madan Annavarjula, Ph.D., Dean

Elena Precourt, Ph.D., MSA Coordinator

Suhong Li, Ph.D., MSDS & MSBA Coordinator

School of Health and Behavioral Sciences

Kirsten Hokeness, Ph.D., Director, School of Health & Behavioral Sciences

Ashley Hughes, Director, Physician Assistant Program

Shaina Boyle, Director of Admissions and Academic Success

College Of Arts and Sciences

Veronica McComb, Ph.D., Dean

Terri Hasseler, Ph.D., Associate Dean

Department of Graduate and Professional Education

Alex Cole, Ed.D., Executive Director

John Eriksen, Sr. Director of International Graduate Outreach & Admission

Samantha Cavanagh, Sr. Assistant Director of Graduate Student Success

Kim Keyes, Sr. Assistant Director of Operations

Angelina Denomme, Assistant Director of Online Programs

College of Arts and Sciences

College of Arts and Sciences Mission Statement

The faculty and students of the College of Arts and Sciences share the commitment to advancing the study and practice of the humanities, social sciences, mathematics, and the natural and applied sciences. We fulfill our commitment through teaching, scholarship, creative work, and outreach. In faculty and student research, we generate new knowledge. In our teaching, publications, presentations to peers, and engagements with private and public organizations, we disseminate and share our knowledge.

Bryant University's Graduate Programs in Arts and Sciences offer innovative and rigorous theoretical and applied degree programs in the liberal arts. They do so in flexible, student-friendly formats for lifelong learning opportunities designed to prepare graduates who are able to assume the educational, professional, and leadership responsibilities of learned persons in a dynamic and free society. Graduate Programs in Arts and Sciences seek to foster in each student a spirit of inquiry and a quality of scholarship or professional excellence consistent with the highest traditions in graduate work.

Programs of Study: College of Arts and Science

- Master of Science in Actuarial Science - Online Program (p. 8)
- Certificate of Graduate Study in Sustainability Practices

Master of Science in Actuarial Science - Online Program

The Master of Science in Actuarial Science (MSAS) program prepares graduates to use advanced quantitative techniques to better understand, measure, and manage risk. In particular, the MSAS program prepares students to become actuaries, and to keep on track toward the professional actuarial Associateship designation.

Many of the courses involve material that is tested on the professional actuarial exams. Other courses provide enhanced communication skills, and more in-depth understanding of the nature and economics of the risk and insurance industry. By selecting an MSAS, graduates of the program are equipped with the knowledge and skills to contribute to the actuarial sub-discipline of their choice.

The format of the MSAS program is online and asynchronous, which provides maximum convenience and flexibility for students. The MSAS is designed to be a one-year full-time program but is flexible enough to be pursued on a part-time basis. The program and its courses are characterized by experiential learning and reflect real-world applications and interdisciplinary engagement.

Program Outcomes:

As a graduate of the MSAS program, you will:

- Gain a solid understanding of the importance of risk, and how it can be identified, quantified, and managed.
- Develop skills and experience in the application of concepts and techniques tested on professional actuarial exams.

- Keep on track toward a professional actuarial Associateship designation.
- Engage experientially with real-world-type risk problems and situations.
- Appreciate the multi-disciplinary nature of actuarial science and develop a holistic perspective of risk and its management.
- Communicate effectively regarding risks, risk management, and insurance issues, and understand how to better discuss and describe technical material to a variety of audiences.

Admission Requirements:

- Bachelor's degree from an accredited institution
- A cumulative undergraduate GPA of 3.0 or above
- At least one course in statistics
- Personal essay/statement: Why do you want to pursue Bryant University's Master of Science in Actuarial Science program?
- Two letters of recommendation
- A curriculum vitae or resume

Non-native English language speakers must submit an English language proficiency examination, such as the TOEFL or IELTS.

Master of Science in Actuarial Science Degree Requirements:

Students are required to take the following courses:

GRO 550	Online Strategies for Success	1
MSAS 501	Short-Term Actuarial Modeling	3
MSAS 502	Long-Term Actuarial Modeling	3
MSAS 503	Advanced Actuarial Statistics	3
MSAS 504	Statistics for Risk Modeling	3
MSAS 505	Actuarial Application Capstone	3
COM 618	Risk and Crisis Communication	3

Student must choose Four (4) courses from the list below:

MSAS 506	Introduction to Insurance Economics and Regulation	3
MSAS 507	Advanced Financial Mathematics	3
MSAS 508	Short-Term Actuarial Pricing and Reserving	3
MSAS 509	Linear Models	3
MSAS 510	Time Series	3

A minimum of 31 credits requirement to meet the degree requirements.

College of Business

College of Business Mission Statement:

We prepare socially responsible thinkers, leaders and innovators for successful professional careers within the global business community.

Professional careers begin where theory and practice intersect. We provide students with a learner-centered environment, a broad knowledge base, the opportunity to develop areas of expertise that are in high demand and to apply their knowledge in practical settings.

- *We prepare thinkers* by offering a broad and multi-disciplinary knowledge base, with in-depth content in one or more specific

business disciplines. The business degree experience is focused on the application of foundational theory in business settings. In addition, we develop students' critical thinking skills and ability to grapple with problems at a systemic level.

- *We prepare leaders* by cultivating the development of interpersonal skills and character. The curriculum provides students with numerous opportunities to learn about and practice leadership and collaboration skills, in small and large group settings, and with for-profit and non-profit organizations.
- *We prepare innovators* by presenting students with challenging business issues that allow them to apply their skills to real problems. The curriculum offers opportunities for students to develop creative business solutions and provides them with the necessary tools to successfully adapt to changes in the global business environment.

Programs of Study: College of Business

- One Year Master of Business Administration Curriculum with Specializations (MBA-FT) (p. 9)
- Two Year Master of Business Administration Curriculum with Specializations (MBA) (p. 10)
- Two Year Master of Business Administration Curriculum Custom for Healthcare Organizations (MBA-CHO) (p. 12)
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One Year MBA with Specializations The Bryant MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

The learning goals and objectives of the MBA program are:**Goal 1**

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

Goal 2

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

Goal 3

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

Goal 4

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

Goal 5

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.

One Year MBA Curriculum with Specializations

The MBA One Year program requires the completion of 40 credits. Specializations are available in Business Analytics, Global Supply Chain Management, Fintech, International Business or General Management

Core Courses

MBA 515	Management Concepts and Skills	1
MBA 520	Managing Corporate Enterprise	3
MBA 521	Leading Effective Organizations	3
MBA 522	Reporting and Controlling Resources	3
MBA 523	Managing Information Resources	3
MBA 524	Managing Financial Resources	3
MBA 525	Marketing for Competitive Advantage	3
MBA 526	Value Formation Through Operations	3

MBA 528	Global Immersion Experience	3
MBA 645	MBA Business Practicum	3
MBA 651	Mastering Strategic Analysis	3

Electives

Specialization Elective 1		
Specialization Elective 2		
Specialization Elective 3		

MBA Electives

MBA students may elect to specialize in one of five areas, Business Analytics, Global Supply Chain, Fintech, International Business, or General Management. A specialization area is made up of three, three-credit electives within the specialization discipline. The General Management specialization is made up of three, three-credit electives from any one of the specialization areas.

Note: Students that specialize in Business Analytics and take an additional course, AA 651, Analytics Capstone will be awarded a joint certificate from Bryant University and SAS in Business Analytics.

MBA Business Analytics Specialization

AA 630	Data Management for Analytics	3
AA 640	Data Visualization and Text Mining	3
AA 645	Data Mining and Predictive Analytics	3

MBA Fintech Specialization

FIN 501	Programming in Finance	3
FIN 502	Fintech and Blockchain for Finance	3
FIN 503	Fintech and Digital Innovation Fund	3

MBA Global Supply Chain Specialization

Required:		
GSCM 601	Corporate Social Responsibility in Global Supply Chain Management	3
GSCM 603	Advanced Supply Chain Integration	3
GSCM 604	Logistics of International Trade	3

MBA International Business Specialization

Required:		
IB 601	International Business Management	3
IB 602	Global Human Resource Management	3
IB 603	International Marketing	3

Two Year MBA with Specializations**The Bryant MBA Curriculum**

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

The learning goals and objectives of the MBA program are:**Goal 1**

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication

skills, and will be prepared to make persuasive presentations at a managerial level.

Goal 2

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

Goal 3

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach.

Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

Goal 4

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

Goal 5

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.

Two Year MBA Curriculum with Specializations

The MBA Two Year program requires the completion of 37 credits. Specializations are available in Business Analytics, Global Supply Chain Management, FinTECH, International Business or General Management

Core Courses

MBA 515	Management Concepts and Skills	1
MBA 520	Managing Corporate Enterprise	3
MBA 521	Leading Effective Organizations	3
MBA 522	Reporting and Controlling Resources	3
MBA 523	Managing Information Resources	3
MBA 524	Managing Financial Resources	3
MBA 525	Marketing for Competitive Advantage	3
MBA 526	Value Formation Through Operations	3
MBA 528	Global Immersion Experience ¹	3
or MBA 621	Business Consulting	
MBA 651	Mastering Strategic Analysis	3

Electives

Specialization Elective 1

Specialization Elective 2

Specialization Elective 3

¹ Either MBA 528 or MBA 621 can be taken to complete the degree requirements. If both taken, students will graduate with 3 additional credits.

MBA Electives

MBA students may elect to specialize in one of five areas, Business Analytics, Global Supply Chain, Fintech, International Business, or General Management. A specialization area is made up of three, three-credit electives within the specialization discipline. The General Management specialization is made up of three, three-credit electives from any one of the specialization areas.

Note: Students that specialize in Business Analytics and take an additional course, AA 651, Analytics Capstone will be awarded a joint certificate from Bryant University and SAS in Business Analytics.

MBA Business Analytics

AA 630	Data Management for Analytics	3
AA 640	Data Visualization and Text Mining	3
AA 645	Data Mining and Predictive Analytics	3

Fintech Specialization

FIN 501	Programming in Finance	3
FIN 502	Fintech and Blockchain for Finance	3
FIN 503	Fintech and Digital Innovation Fund	3

MBA Global Supply Chain Specialization

Required:		
GSCM 601	Corporate Social Responsibility in Global Supply Chain Management	3
GSCM 603	Advanced Supply Chain Integration	3
GSCM 604	Logistics of International Trade	3

MBA International Business Specialization

Required:		
IB 601	International Business Management	3
IB 602	Global Human Resource Management	3
IB 603	International Marketing	3

A minimum of 37 credit hours is required for graduation.

Two Year MBA for Healthcare Organizations

The Bryant MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

THE LEARNING GOALS AND OBJECTIVES OF THE MBA PROGRAM ARE:

GOAL 1

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

GOAL 2

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

GOAL 3

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

GOAL 4

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

GOAL 5

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.

This program is only offered to employees of healthcare organizations that have a direct partnership with Bryant.

Two Year MBA for Healthcare Organizations Curriculum requirements:

THE MBA TWO YEAR For Healthcare Organizations PROGRAM REQUIRES THE COMPLETION OF 37 CREDITS. SPECIALIZATION IN Innovative Healthcare Leadership

MBA-TWO Custom MBA for Healthcare Organizations Core Required Courses

MBA 515	Management Concepts and Skills	1
MBA 520	Managing Corporate Enterprise	3
MBA 521	Leading Effective Organizations	3
MBA 522	Reporting and Controlling Resources	3
MBA 523	Managing Information Resources	3
MBA 524	Managing Financial Resources	3

MBA 525	Marketing for Competitive Advantage	3
MBA 526	Value Formation Through Operations	3
MBA 528 or MBA 621	Global Immersion Experience ¹ Business Consulting	3
MBA 651	Mastering Strategic Analysis	3
Innovative Healthcare Leadership Specialization		
Pick Three(3) Courses from the below listing		
MBAO 565	Innovative Healthcare Leadership and Design Thinking	3
MBAO 566	Innovative Practice Management	3
MBAO 567	Healthcare Law and Ethics	3
MBAO 568	Business of Healthcare	3

¹ Either MBA 528 or MBA 621 can be taken to complete the degree requirements. If both are taken, students will graduate with 3 additional credits.

A minimum of 37 credit hours is required for graduation.

Online Master of Business Administration (MBAO)

The Bryant Online MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological, and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

THE LEARNING GOALS AND OBJECTIVES OF THE MBA PROGRAM ARE:

GOAL 1

Graduates of the Bryant Online Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

GOAL 2

Graduates of the Bryant Online Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

GOAL 3

Graduates of the Bryant Online Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools;

have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

GOAL 4

In a global and cross-cultural context, graduates of the Bryant Online Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

GOAL 5

Graduates of the Bryant Online Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.

Online MBA Academic Calendar 2023-2024

Summer I 2023	May 27, 2023 - August 5, 2023
Summer II 2023	August 5, 2023- October 14, 2023
Fall 2023	October 14, 2023 - December 23, 2023
Winter 2024	January 6, 2024 - March 16, 2024
Spring 2024	March 16, 2024 - May 25, 2024
Summer I 2024	May 25, 2024 - August 3, 2024
Summer II 2024	August 3, 2024 - October 12, 2024
Fall 2024	October 12, 2024 - December 21, 2024

The required course MBAO 550/GRO 550, Strategies for Success, has to be completed before students start their program and begins 3 weeks prior to the start of the PMBA term.

Application Requirements

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to the Online MBA degree program, applicants must be a graduate of a four-year college or university and have a minimum of 5 years of qualified work experience (assessed on a case by case basis).

Applicants must submit:

- Bryant University College of Business Graduate application. Applicants shall complete the online application for admission.
- Official transcript from ALL colleges and universities attended.
- Two letters of recommendation. One must be a professional letter of recommendation from a manager or supervisor (not a colleague). Recommenders may submit a written recommendation on letterhead.
- Statement of objectives (500 words maximum). The purpose of the statement is to explain why the applicant is applying to Bryant, the specific program, and how both will help the applicant achieve a future goal. Please also indicate at what pace you plan to take courses so we can help you plan your graduation date.

- A current resume.
- An \$80 application fee. (Waived for Alumni, Military or Veteran)

Online MBA Requirements

Core Required Courses

GRO 550	Online Strategies for Success
MBAO 552	Principles of Management
MBAO 551	Managerial Economics Data Analysis
MBAO 558	Strategic Marketing
MBAO 559	Global Business
MBAO 571	Fundamentals of Accounting
MBAO 572	Fundamentals of Finance
MBAO 573	Information Resources Management and Business Analytics

Leadership Track (3 Required)

MBAO 560	Organizational and Strategic Leadership
MBAO 561	Entrepreneurial Leadership
MBAO 563	Leadership Capstone

Innovative HealthCare Leadership Track (3 Required; if take 4 receive an additional Certificate)

Elective Courses (Select three):

MBAO 565	Innovative Healthcare Leadership and Design Thinking
MBAO 566	Innovative Practice Management
MBAO 567	Healthcare Law and Ethics
MBAO 568	Business of Healthcare

General Management Track (Pick 3 courses from the above listed 7 electives. Can be a combination from the Leadership or Innovative Healthcare Leadership Tracks.)

2023 - 2024 Tuition, Fees, and Deposits

Description	Amount
Tuition:	\$754 per credit, \$2,262 per 3 credit course (10 courses in total for the program)
Strategies for Success course:	\$495
Total Program Cost including deposit, all courses, and Strategies for Success:	\$23,115

Tuition for all courses, including Strategies for Success is due before the first day of class per Academic Calendar dates.

Deposit

Schedule of Fee Payments

Description	Amount
MBA Online Commitment Deposit	\$250

Method of Payment

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club,

JCB, UnionPay, BCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40.00 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable, and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University
Bursar's Office
1150 Douglas Pike
Smithfield, RI 02917-1284

Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g., when a student does not earn the required grade), the student is responsible for the tuition for that term.

Late Payment Penalty

A late payment penalty of \$150 will be assessed to the student's account with an outstanding balance of \$1,500 or more if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

Dropping a Course

A student may drop a course up to the first Friday, of the first week of class, for a 100% tuition refund. The student will receive a 50% tuition

refund if they withdraw between the first Friday of the session through the second Friday of the session. After the second Friday of the session, there is no refund.

Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

Tuition Refunds

A student may drop a course up to the first Friday, of the first week of class, for a 100% tuition refund. The student will receive a 50% tuition refund if they withdraw between the first Friday of the session through the second Friday of the session. After the second Friday of the session, there is no refund.

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Office of the Registrar. Such notice serves to notify the University of a student's intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

Financing Options

William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete

a Free Application for Federal Student Aid (FAFSA) on the web site www.studentaid.gov Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site www.studentaid.gov.

Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at www.studentaid.gov.

Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at <http://benefits.va.gov/gibill/>. Veterans or designated dependents who are 100% eligible for Chapter 33 post-9/11 benefits may qualify to participate in the Bryant University Yellow Ribbon Program. There is a Veterans Administration Coordinator located in the Registrar's Office to answer any questions.

Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure Banner Self-Service portal.

Master of Science in Accounting (MSA)

The Master of Science in Accounting (MSA) program combines a solid foundation in accounting with courses that build professional skills. This professionally managed program can be completed in as little as two full-time semesters [summer/summer, summer/fall, fall/spring, or spring/summer].

The MSA program can also be completed with an analytics specialization which is designed for students who want to combine advanced accounting courses with additional courses in data analytics. This option can be completed in as few as two full-time semesters using a spring / summer plan.

The MSA program can be completed with a tax specialization which is designed for students who want to combine advanced accounting courses with courses in taxation. This program can be completed in as little as two full-time semesters [summer/fall or summer/summer].

The MSA program requires the completion of 30 credits which help to satisfy the 150-hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

THE LEARNING GOALS OF THE MASTER OF SCIENCE IN ACCOUNTING PROGRAM ARE:

GOAL 1

Analyze Pac accounting situations.

1. Recognize accounting issues in business situations.
 - a. Identify relevant accounting issues and
 - b. Compare merits of alternatives.
2. Develop appropriate recommendations.
 - a. Recognize current professional standards and/or practices and
 - b. Form reasonable conclusions.

GOAL 2

Demonstrate effective communication skills for professional accountancy.

1. Effectively write in an accounting context.
2. Effectively speak in an accounting context.

GOAL 3

Research contemporary accounting topics

1. Demonstrate an ability to locate relevant professional standards and practices for guidance.
2. Identify appropriate keywords to search for current literature.
3. Interpret and explain discipline-based research.

GOAL 4

Show effective leadership skills.

1. Demonstrate project leadership skills.
2. Apply effective governance principles for accountability.

Master of Science in Accounting Degree Requirements:

Required Courses

ACG 515	Preparing for MSA Success	0
ACG 602	Advanced Assurance and Professional Oversight	3
ACG 603	Corporate Governance in the 21st Century	3
ACG 607	Accounting Project Design and Analysis	3
ACG 608	Accounting Analytics	3
ACG 609	Accounting Theory	3
ACG 620	Analysis of Multinational Accounting	3
ACG 622	Research, Communication and Analysis	3
ACG 623	Analysis of Management Control Systems	3
ACG 624	Analysis of Income Tax Accounting	3
ACG 625	Analysis of Governmental Accounting	3

The MSA program requires the completion of 30 credits which help to satisfy the 150-hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

Master of Science in Accounting with an Analytics Specialization Degree Requirements:

Required Courses

ACG 515	Preparing for MSA Success	0
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ACG 608	Accounting Analytics	3
AA 630	Data Management for Analytics	3
AA 640	Data Visualization and Text Mining	3
AA 645	Data Mining and Predictive Analytics	3

Elective Courses

Select 6 from the following courses:

ACG 602	Advanced Assurance and Professional Oversight	3
ACG 603	Corporate Governance in the 21st Century	3
ACG 607	Accounting Project Design and Analysis	3
ACG 609	Accounting Theory	3
ACG 620	Analysis of Multinational Accounting	3
ACG 622	Research, Communication and Analysis	3
ACG 623	Analysis of Management Control Systems	3
ACG 624	Analysis of Income Tax Accounting	3
ACG 625	Analysis of Governmental Accounting	3

The MSA program requires the completion of 30 credits which help to satisfy the 150-hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

Master of Science in Accounting with a Tax Specialization Degree Requirements:

Required Courses:

ACG 515	Preparing for MSA Success	0
TAX 600	Individual Income Taxation	3
TAX 605	Sales and Exchanges of Property	3
TAX 610	Corporations and Shareholders	3
TAX 625	Partnership Income Tax Problems	3

Students must select 6 courses from the following electives.:

ACG 602	Advanced Assurance and Professional Oversight	3
ACG 603	Corporate Governance in the 21st Century	3
ACG 607	Accounting Project Design and Analysis	3
ACG 609	Accounting Theory	3
ACG 620	Analysis of Multinational Accounting	3
ACG 622	Research, Communication and Analysis	3
ACG 623	Analysis of Management Control Systems	3
ACG 624	Analysis of Income Tax Accounting	3
ACG 625	Analysis of Governmental Accounting	3

The MSA program requires the completion of 30 credits which help to satisfy the 150-hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

Master of Science in Business Analytics

The MSBA program includes 33 credits and is full-time and in-person. The program runs over the fall, spring, and summer sessions. The students complete eight required Business Analytics courses and choose a three-course specialization (Fintech, International Business, and Global Supply Chain Management). Students may also choose a generalist track (no specialization) that tailors electives to their personal and professional needs. Applicants who do not have the prerequisites for the MSBA

program, depending on their background, will be required to take specific bridge courses during the summer before the full-time program begins.

Modern businesses rely on all kinds of data to make decisions and measure performance. Our Master of Science in Business Analytics (MSBA) program builds Bryant's expertise in business education and trains future business leaders on state-of-the-art business analytics tools and techniques. Students learn the whole process of data analytic life cycle from data gathering, preparation, data exploration, model building, and data visualization/communication. Students learn to use advanced analytics to support organizational goals and strategies and use analytics to tell compelling stories that impact business strategy. The program culminates with a capstone project where students apply what they have learned during the program to a project provided by our corporate partners and present their findings to the partners.

Upon graduation, students will be proficient programmers in Python, R, SQL/NoSQL, and data visualization software (Tableau/PowerBI). They will gain a deep understanding of predictive analytics, prescriptive analytics, machine learning, and marketing analytics. They will learn storytelling and communicating insights for different audiences using visual, oral and verbal methods. Additionally, they will have experience with an evolving array of cutting-edge big data management and cloud analysis tools like Microsoft Azure, Amazon Web Services, and Databricks.

Master of Science in Business Analytics Degree Requirements:

Required Introduction Course:

MSBA 515	Preparing for MSBA Success	0
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Business Analytics Foundation Required Courses:

ISA 510	Probability and Statistics for Data Analytics	3
ISA 520	Data Visualization and Communication	3
ISA 530	Fundamentals of Machine Learning	3
ISA 540	Large Scale Data Management and Data Ethics	3

Business Analytics Required Courses:

MSBA 610	Time Series Analysis and Optimization for Business Decisions	3
MSBA 620	Marketing Analytics	3
MSBA 630	Business Strategy and Analysis	3
MSBA 640	Business Analytics Capstone	3

Specialization: Must pick one**Fintech Specialization****Required Courses:**

FIN 501	Programming in Finance	3
FIN 502	Fintech and Blockchain for Finance	3
FIN 503	Fintech and Digital Innovation Fund	3

Global Supply Chain Specialization:**Required Courses:**

GSCM 601	Corporate Social Responsibility in Global Supply Chain Management	3
GSCM 603	Advanced Supply Chain Integration	3
GSCM 604	Logistics of International Trade	3

International Business Specialization:**Required Courses:**

IB 601	International Business Management	3
IB 602	Global Human Resource Management	3

IB 603	International Marketing	3
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Generalist Track: Must choose three courses from any of the specialization.

May opt to take a direct study, Co-ops, or Special Topics in Business Analytics with program director approval

A minimum of 33 credit hours is required for graduation. Introduction course is also required.

Master of Science in Data Science

The integration of data science and business knowledge has created a demand for professionals who can make data-driven decisions to help their organizations succeed in today's data-intensive world. The MSDS program includes 33 credits and is full-time and in-person. The program runs over the fall, spring, and summer sessions. The students complete eight required data science courses and choose a three-course specialization (Fintech, International Business, and Global Supply Chain Management). Students may also choose a generalist track (no specialization) that tailors electives to their personal and professional needs. Applicants who do not have the prerequisites for the MSDS program, depending on their background, will be required to take specific bridge courses during the summer before the full-time program begins.

Modern day organizations need individuals who not only understand but know how to leverage and lead with applied data science to optimize both the business side, and product and services side of the organization. Our Master of Science in Data Science (MSDS) program builds on Bryant's expertise in business education to provide all students with a strong foundation in business and feature a modern, open-source-focused curriculum for students who seek the technical expertise required to become data scientist, data engineers, and analyst, and the business skills to apply this knowledge in a business domain of their interest. The program trains students to utilize the tools of data management, data visualization, machine learning, natural language processing, deep learning, AI, cloud, and distributed processing to solve real-world business problems. The program focuses on topics such as reproducible data science experiments, collaborative problem solving, communication, security, and ethical issues that arise in data science and AI.

Upon graduation, students will be proficient programmers in Python, R, SQL, Spark, and Tableau/PowerBI. They will develop a good understanding of deep learning models and their implementation via multiple platforms such as Keras and Pytorch. Additionally, they will have experience with an evolving array of cutting-edge big data management and cloud analysis tools like Microsoft Azure, Amazon Web Services, and Databricks. Students will also apply their data science skills and knowledge in capstone projects along the way and at the end of the program.

Master of Science in Data Science Program requirements:

Required Introduction Course:

MSDS 515	Preparing for MSDS Success	0
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Data Science Foundation Course Requirements:

ISA 510	Probability and Statistics for Data Analytics	3
ISA 520	Data Visualization and Communication	3
ISA 530	Fundamentals of Machine Learning	3
ISA 540	Large Scale Data Management and Data Ethics	3

Data Science Core Required Courses:

MSDS 610	Deep Learning	3
MSDS 620	Natural Language Processing	3
MSDS 630	Large Scale Data Analytics	3
MSDS 640	Data Science Capstone	3

Specializations: Must pick one

Fintech Specialization:

Required Courses:

FIN 501	Programming in Finance	3
FIN 502	Fintech and Blockchain for Finance	3
FIN 503	Fintech and Digital Innovation Fund	3

Global Supply Chain Specialization:

Required Courses:

GSCM 601	Corporate Social Responsibility in Global Supply Chain Management	3
GSCM 603	Advanced Supply Chain Integration	3
GSCM 604	Logistics of International Trade	3

International Business Specialization:

Required Courses:

IB 601	International Business Management	3
IB 602	Global Human Resource Management	3
IB 603	International Marketing	3

Generalist Track: Must choose three courses from any of the specializations.

May opt to take a direct study, Co-ops, or Special Topics in Business Analytics with program director approval

A minimum of 33 credit hours is required for graduation. Introduction Course in also required.

Master of Science in Taxation: Online Program

The Master of Science in Taxation (MST) is a part time program designed for individuals who have a basic knowledge of the Internal Revenue Code and who seek advanced knowledge of federal and state tax laws and applications. MST applicants should possess a strong academic record and are encouraged to have professional experience.

Master of Science in Taxation online requirements:

GRO 550	Online Strategies for Success	1
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Students must pick Ten (10) courses from the list below:

TAX 600	Individual Income Taxation	3
TAX 601	Tax Practice and Procedure	3
TAX 602	Pass-Through Entities	3
TAX 603	State and Local Tax Practice	3
TAX 604	International Tax Practice	3
TAX 605	Sales and Exchanges of Property	3
TAX 606	Income Taxation of Estates and Trusts	3
TAX 607	Corporate Reorganizations	3
TAX 608	Tax Analytics and Machine Learning	3
TAX 609	Wealth Planning	3
TAX 610	Corporations and Shareholders	3

¹ The GRO 550 course must be taken prior to beginning the MST Online courses.

A minimum of 31 Credits required for graduation.

Certificate of Graduate Study in Business Analytics

The Graduate Certificate in Business Analytics (GCBA) is a four course part-time program designed to provide candidates who hold an accredited undergraduate degree with the knowledge, skills and experience to acquire, analyze and apply structured and unstructured data to enhance decision making and to sustain competitive advantage. The focus of the GCBA is in the application of analytics to practical problems. Students will be engaged in analyzing real world data provided by strategic partner organizations and will gain experience with leading edge analytical tools.

The GCBA will consist of four required courses. Due to the content and delivery of the courses, students must enroll concurrently in AA 630 and AA 640 during their initial term of study and must enroll in AA 645 and AA 651 during their second term of study.

Required Courses

AA 630	Data Management for Analytics	3
AA 640	Data Visualization and Text Mining	3
AA 645	Data Mining and Predictive Analytics	3
AA 651	Analytics Capstone	3

Upon successful completion of the four courses, the student is awarded a Certificate of Graduate Study in Business Analytics. Students who meet the criteria to be admitted to the Masters of Business Administration program at Bryant University will be able to apply nine credits towards the MBA specialization requirements.

Certificate of Graduate Study in Innovative HealthCare Leadership

The Innovative Healthcare Leadership (IHCL) Certificate Program consists of four, 10-week long courses designed to be immediately applicable in the real world and contribute to enhancing professional progress. It is designed to provide candidates who hold an accredited undergraduate degree and works or conducts business in the healthcare sector and are looking to build their leadership skills, discover creative and innovative problem-solving techniques, and have a deeper understanding of the business of healthcare. Complete an orientation course (MBAO 550, MBA Online Strategies for Success) and the following four courses to earn your certificate:

Healthcare Leadership Certificate Program Requirements:

MBAO 565	Innovative Healthcare Leadership and Design Thinking	3
MBAO 566	Innovative Practice Management	3
MBAO 567	Healthcare Law and Ethics	3
MBAO 568	Business of Healthcare	3

A minimum of 12 credit hours is required for the certificate.

Certificate of Graduate Study: Mini-Master of Business Administration Online Program

The Mini-MBA Certificate Program consists of four, 10-week long courses designed to be immediately applicable in the real world and contribute to enhancing professional progress. It is designed to provide candidates who hold an accredited undergraduate degree and are looking to build their leadership skills, discover creative and innovative problem-solving techniques, and have a deeper understanding of the business industry. Complete an orientation course (GRO 550, Online Strategies for Success) and the following four courses to earn your certificate:

Required courses:

GRO 550	Online Strategies for Success	1
MBAO 551	Managerial Economics Data Analysis	3
MBAO 552	Principles of Management	3
MBAO 559	Global Business	3
Students will pick one additional course from the list below: ¹		
MBAO 558	Strategic Marketing	3
MBAO 560	Organizational and Strategic Leadership	3
MBAO 561	Entrepreneurial Leadership	3
MBAO 565	Innovative Healthcare Leadership and Design Thinking	3
MBAO 566	Innovative Practice Management	3
MBAO 567	Healthcare Law and Ethics	3
MBAO 568	Business of Healthcare	3
MBAO 571	Fundamentals of Accounting	3
MBAO 572	Fundamentals of Finance	3
MBAO 573	Information Resources Management and Business Analytics	3

A minimum of 13 credit hours is required for this certificate.

¹ MBAO 563 Leadership Capstone does NOT apply towards this certificate.

Tuition, Fees, and Financial Aid

2023-2024 Tuition, Fees, and Deposits

Graduate Tuition and fees:

Schedule of Fee Payments

Description	Amount
MBA - One-year	\$1,174 per credit
MBA - Two-year	\$1,174 per credit
MSA	\$1,224 per credit
MSAS	\$975 per credit
MSBA	\$1,163 per credit
MSDS	\$1,163 per credit
MSHI	\$985 per credit
MST	\$747 per credit
Graduate Certificate in Business Analytics	\$13,680 Total Cost

Graduate Certificate in Innovative Healthcare Leadership	\$754 per credit
MBA GIE Travel Fee	\$1,500
Application Fee	\$80
Graduate Certificate in Sustainability Practices	\$2,852 Total Cost

An application fee of \$80 must accompany the Graduate Program application. This fee pays for all matriculation expenses and is nonrefundable.

deposits:

Schedule of Deposit Payments

Description	Amount
MSA Commitment Fee	\$250
MBA Commitment Deposit	\$250

Graduate students submit a *non-refundable deposit/commitment fee* of \$250 which indicates their acceptance of admission and intention to enroll in the Bryant University program.

International students will not be issued an I-20 until the Graduate School receives the required commitment deposit.

Method of Payment

Payment is due by August 9, 2023 for the fall, January 9, 2024 for the spring, the first day of class for the winter and May 9, 2024 for the summer term.

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40.00 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable, and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University
Bursar's Office
1150 Douglas Pike

Smithfield, RI 02917-1284

Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g., when a student does not earn the required grade), the student is responsible for the tuition for that term.

Late Payment Penalty

A late fee of \$150 will be assessed to the student's account with an outstanding balance of \$1,500 or more if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

Dropping a Course

A student may drop a course during the Add/Drop period, as posted on the University calendar, and thus the course will not appear on the student's transcript.

Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

Tuition Refunds

The complete refund schedule (for on campus programs) is as follows according to the date that written notice is received:

Regular Term (Fall/Spring):

Refund Policy

Week/Day	Percentage
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First Week:	80%
Second Week:	60%
Third Week:	40%
Fourth Week:	20%
After fourth week:	No refund

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal online form to the Office of the Registrar. Such notice serves to notify the University of a student's intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

Graduate Assistantships

Full-time graduate students are eligible to apply for graduate assistantships with an academic department usually related to their area of interest or professional background. Some of these competitive positions support faculty and involve conducting academic research or preparing class materials. These positions not only enhance the student's experience, they also allow for tuition remission.

Only applicants who have been accepted to a graduate program will be considered for an assistantship.

The total value of the graduate assistantship will be included as gross income to the recipient. Recipients of the assistantship will be required to complete and return an Employee Data Card, W-4 form and Employment Eligibility Verification (I-9) form to the Human Resources office prior to the award.

At the end of the year, recipients will receive a W-2 form stating the value of the assistantship for tax purposes.

Merit Scholarships

All applicants will be automatically considered for a merit-based scholarship when applying to Bryant's Graduate School. Students who seek admission for fall term must apply by April 30th to be eligible for preferred consideration for a scholarship.

Endowed Scholarships

Graduate Alumni Council Scholarship

This scholarship is awarded to College of Business graduate students who have maintained a 3.5 or better cumulative GPA. The candidate must demonstrate financial need, as well as work and community service experience. The Graduate College of Business will seek applications and will notify selected candidates each year.

Kenneth R. and Janet MacLean Scholarship

This scholarship is awarded to a College of Business graduate student demonstrating superior academic performance and proven financial need. A new recipient is chosen each year.

Financing Options

William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site www.studentaid.gov. Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site www.studentaid.gov.

Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at www.studentaid.gov.

Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at <http://benefits.va.gov/gibill/>. Veterans or designated dependents who are 100% eligible for Chapter 33 post-9/11 benefits may qualify to participate in the Bryant University Yellow Ribbon Program. There is a Veterans Administration Coordinator located in the Registrar's Office to answer any questions.

Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant

students in the financial aid section of the University's secure Banner Self-Service SSO portal.

Academic Policies and Procedures

Academic Program Planning

Graduate Program academic advisors are available to assist students with registration and the planning and selection of courses. Advisors can also review a student's academic standing as well as program and policy information. Students are encouraged to contact the Graduate Programs office or appropriate graduate director with any questions or concerns.

Academic Load

Graduate students are considered full-time, if they register for nine or more hours during the fall and spring terms and six or more hours in the summer term.

Foundation Courses/Requirement Waivers

The College of Business graduate faculty and administration expects a solid grounding in economics and statistics as an essential element for full preparation to complete the Bryant University MBA program. Applicants to the Part-Time (two year) and Full-Time (one year) MBA programs should have completed a microeconomics, a macroeconomics, and a business statistics course at the undergraduate level with a final grade of 'B' or better. These are referred to as foundation courses or foundation requirements.

The Graduate College of Business will waive foundation requirements, if the courses were completed at an accredited institution with a final grade of 'B' or better and covered topics generally reflective of the content for microeconomics, macroeconomics, and business statistics with an effective window of five years. Foundation courses may be waived that are beyond five years when it is evident that an individual is by virtue of current employment, professional experience, or some other basis conversant with fundamental concepts in one or both of these disciplines (e.g., an individual employed in the finance industry who works in a context that routinely assumes knowledge and use of key economic concepts).

For those applicants who have completed foundation courses with a grade **below** a 'B', one or more *tutorials* (economics and/or statistics) may be required before an admission is granted. The *tutorials* are on-line, self-paced, and are provided by Bryant University to the applicant at no charge. Bryant also reserves the right to require an applicant to retake a foundation course that was taken within the five year window when there is indication of such need. (e.g., covered topics were not reflective of the content for microeconomics, macroeconomics, and/or business statistics or if the final grade was significantly lower than a 'B').

Transfer Credits

It is the expectation of the Graduate College of Business that graduate students will complete all degree requirements at Bryant University. Students who have completed course work prior to matriculation may transfer up to two, three credit courses to their degree program. Transfer credits from an incomplete degree are limited to those taken within the last three years with a grade of 'B' or better from an institution accredited by AACSB-International.

Students who wish to transfer course work should submit a Transfer of Credit Request along with a course description or course syllabus to

the Graduate Program office. The Graduate Program office will forward the request to the appropriate department chair for evaluation. If the request is approved, the course(s) will be applied to their Bryant degree requirements and students will receive an updated curriculum outline. The graduate school will not accept transfer courses that are equivalent to MBA 520 or MBA 521.

If, for extenuating circumstances, a student needs to enroll in a graduate course(s) at an institution other than Bryant, the student must submit a Transfer of Credit Request to the Graduate Program office. The Graduate Program office will coordinate the academic review process and once a decision is made will notify the student in writing. In order for the course credits to transfer to Bryant, a course must be taken at an AACSB-International accredited institution. Students must earn a 'B' or better and upon completion of the course must submit an official transcript to the Graduate Program office.

While courses approved for transfer appear as "T" on the Bryant transcript, grades of transferred courses are not used to calculate the grade point average.

Registration

Only students who have been admitted to the Graduate College of Business may enroll in coursework. Courses in the Master of Business Administration program are designed as a three-semester per year course of study. Thus, students are expected to maintain continuous enrollment throughout their program of study and are expected to proceed through the program with the cohort with which they were admitted.

The Master of Science in Accounting is a full-time day program which is typically completed in two terms of full-time enrollment.

The MSA with a Tax Specialization is a full-time program featuring courses that meet in the day and evening. The MSA Tax is typically completed in two full-time terms.

The MSA with a Analytics Specialization is a full-time program featuring courses that meet in the day and evening. The MSA Analytics is typically completed in two full-time terms.

Time Limitations For Completion Of Program

Each graduate program has a maximum amount of time allowed to complete the program and those timeframes are listed below.

- MBA (On-campus programs) – six (6) years
- MSBA/MSDS - six (6) years
- MSHI - six (6) years
- Online MBA – four (4) years
- MSA programs (all concentrations) – six (6) years

Directed Independent Study

Directed Independent Study [DIS] coursework is intended to offer the opportunity for greater depth of learning or the supplementation of content otherwise not offered by the Bryant curriculum. Hence, the role of DIS should be considered as an alternate for academic credit in a student's program only when it augments existing courses or provides opportunity for more specialized learning. Directed independent study will not be approved when such proposals represent a duplication of existing coursework alternatives or simply course topics justified on the basis of convenience or instructor preference. No more than one

directed-independent study is permitted within each graduate student's curriculum.

Any student who registers for a directed independent study course must perform the following steps:

1. The student should contact the Graduate Program Director in the appropriate discipline to request a graduate faculty member to oversee a course in Directed Study, as an advisor.
2. When a faculty advisor has been identified, the faculty member and student are expected to develop a detailed outline of requirements that would satisfy three graduate course credits. A detailed syllabus of assignments, including time and output expectations needs to be established, including course milestones and evaluation criteria.
3. If the faculty member and graduate student agree on the proposal, the student then meets with the Graduate Program Director, who initiates the Directed Independent Study online process in Banner. After the process initiation, the student must confirm and accept the Directed Independent Study through the Banner system and then notifies the faculty member through email. The faculty member downloads and attaches the syllabus and accepts the Directed Independent Study. The student then notifies the Department Chair to view and approve the Directed Independent Study. The appropriate Associate Dean will be notified to make the final approval.
4. Once the Directed Independent Study has been approved by the Associate Dean, the Office of the Registrar will register the student and assign the faculty to the Directed Study in Banner. The student and faculty member will receive a confirmation email that all steps have been completed.
5. The advising faculty member is expected to submit a final grade at the end of the term.

Auditing a Course

Graduates of any graduate degree program may audit a course as long as prerequisites have been met and there is space available in the course. Students wishing to audit a course should complete an "Audit" request form from the Office of the Registrar with permission of the instructor. No credit or quality points are given for the audited course. The grade on the transcript will appear as "AU" (for audit). Students are responsible for paying 100 percent of tuition.

NOTE: Bryant Graduate alumni will pay 50 percent of course tuition to audit a course.

Leave of Absence

By virtue of Bryant's MBA program design as a three term per year plan of study, admitted students are expected to proceed through the program with the cohort they were admitted with at the beginning of their MBA studies. Stated differently, students, upon admission, are expected to complete their MBA degree requirements by continuous enrollment in the time specified by the program in which they entered.

Although leaves of absence from the MBA program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis.

Consequently, any student who, prior to completion of the MBA requirements, seeks to decline registration for an upcoming term may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Office of the Registrar. An MBA student on a leave of

absence may re-enter the program on a space available basis. Students are still expected to complete their program within a six year time frame. Students on military deployment are exempt from this policy.

Students in the MBA, and MSA programs who do not plan to register for a given term should also contact the Graduate Programs Director, College of Business.

Students in the Professional MBA Online program who do not plan to register for a given term should contact their dedicated academic success coach.

Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002. The announcement to cancel or delay classes will also be available on the university website at www.bryant.edu. When individual classes are cancelled, students will be notified via their Bryant e-mail accounts.

Grading Policies and Academic Standing Credit Hour

As an institution of higher education, Bryant University holds the responsibility for determining and upholding standards related to the awarding of credit hours for student work consistent with national standards.

- One hour (50 minutes) of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately fifteen weeks for one semester.
- A least an equivalent amount of work as required outlined above for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work relating to the award of credit hours.

Bryant University ensures a minimum of 750 minutes of instruction per credit hour (2,250 minutes of instruction for a standard, three-hour course), regardless of mode of delivery. Winter and Summer terms offer accelerated courses, and the schedule is adjusted to meet the above standard.

Grading System

The graduate programs use the following grading system:

Grade	Grade Points
A	4.0 Excellent
A-	3.7
B+	3.3
B	3.0 Satisfactory
B-	2.7
C+	2.3
C	2.0
F	0.0

NOTE: Values assigned to each letter grade are determined by individual faculty members.

Letter Grades of B-, C+, and C: These grades, though acceptable, represent average performance and thus, must be offset by other higher grades in

order to maintain a 3.0 cumulative average and subsequently to graduate from the program. Courses in which a student earns a B-, C+, or C cannot be repeated.

Letter Grade of F: A letter grade of "F" indicates a course failure and remains on the transcript and is included in all future GPA calculations. If an "F" was earned in a core course, the core course must be repeated. If an "F" was earned in an elective, that specific course does not have to be repeated. However, the student must enroll in another elective in order to successfully complete the total number of credits required to earn the degree. The student's transcript will record both course enrollments and grades.

I – Incomplete (because of extenuating circumstances, the instructor has allowed additional time, (e.g. two weeks, to complete the course.) The Incomplete is not included in calculating the GPA. If the Incomplete is not finished before the midterm of the next regular term (i.e., Fall or Spring terms), the grade will automatically be converted to an F. For purposes of this policy, "midterm of the next regular term" shall be interpreted to mean the date which the institution has identified when midterm grades for the term must be submitted.

AU – Audit grade. Grade not included in calculation of GPA.

W – Student is allowed to withdraw from a course after the add/drop period and up until the end of the 10th week of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.

WD – Student is allowed to withdraw from a semester after the add/drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.

WP – At the discretion of the faculty member, student is allowed to withdraw without penalty after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

WF – At the discretion of the faculty member, student is allowed to withdraw WITH penalty (failing grade) after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

Add/Drop Policy

During the spring and fall terms, students may add courses for one (1) week after the first day of classes. Students have two (2) weeks to drop classes after the first day of classes. Students must submit an add/drop form to the Office of the Registrar with appropriate faculty signatures. Refer to the Office of the Registrar web page for add and drop deadlines for the winter and summer terms.

GPA Calculations

Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average.

Quality points are determined by multiplying credits by grade points. Grade points are listed in the table above. The grade point average is determined by dividing the total quality points earned by the total credits completed.

Academic Standing

The academic standing measures a student's advancement toward meeting the grade point average requirements for a degree. Students are required to earn a cumulative grade point average (GPA) of 3.0 to successfully complete a graduate program.

If at the completion of the graduate program, the final GPA is below 3.0, a student may petition the Dean of the College to complete a maximum of six additional credits (i.e., two, three credit courses) all to be completed at Bryant to meet the GPA minimum.

Academic Warning

When a student's cumulative GPA falls below a 3.0, an academic warning will be issued. Two consecutive terms of academic warning may result in dismissal from the Graduate College of Business. Academic warning status will be reviewed on an individual case basis by the Graduate Programs Director, College of Business. Dismissal decisions will be reviewed by the Dean of the College of Business.

Graduation

During the fall semester preceding their intended graduation, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements during a summer or fall term may participate in commencement exercises of that academic year.

During the second to last term in the Professional MBA Online program, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements are welcome to the Bryant campus in Smithfield, RI and may participate in commencement exercises in May of that academic year.

Honors at Graduation

To graduate with honors, a student must attain a grade-point average of 3.75 or better.

Beta Gamma Sigma

Membership in Beta Gamma Sigma is the highest recognition business students anywhere in the world can receive in master's programs accredited by AACSB-International. To be eligible for membership, a graduate student must have earned a cumulative GPA of 3.75 or higher, and rank in the upper 20 percent of the graduating master's class.

Academic Honesty Policy

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of "cheating" – the dishonest use of assistance in the preparation of outside or in-class assignments.

Ethical Conduct and Plagiarism

Cheating / Plagiarism

As students at Bryant University you are privileged members of an academic institution with high standard for academic integrity and conduct. Student dishonesty will NOT be tolerated. Any student who

plagiarizes any portion of a research paper, cheats, or shares assignment answers will receive a 0 (zero) for that assignment, a lowering of the final grade, and/or failure in the course. More serious sanctions are also possible. Ignorance of University policy is NOT a valid excuse. If you are not sure whether you are plagiarizing or not, please check with your instructor.

Academic Dishonesty and Plagiarism include but is not limited to:

- Submitting an assignment that has been wholly or partially created by another person.
- Presenting as your own work, the ideas, representations, research, or words of another person without proper acknowledgement (citation) of sources.
- Knowingly permitting your work to be submitted by another student as if it were her or his own work.
- Submitting identically, or substantially the same assignment to fulfill the requirements of two separate courses.
- Copying from another student's examination, term paper, homework or lab report.
- Misappropriation of examination materials or information.
- Unauthorized communication with another student during or about quizzes.
- Unauthorized access to or the use of the computerized work of others.
- Falsification of data for research projects.
- Turning in another student's name on an assignment when the student failed to contribute.

All violations are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

The following due process procedure shall apply to cases of graduate students involving academic dishonesty:

Step 1

Instructors teaching graduate courses have the explicit responsibility to take action in alleged cases of academic dishonesty. This action may include the following:

- failing grade on assignment or exam
- failing grade for the course
- recommend dismissal from the graduate program and the College of Business

Step 2

The instructor's decision may be appealed by the student to the College of Business Graduate Faculty Advisory Committee (GFAC). The Committee may recommend to the Dean of the College of Business one of the following alternatives:

- To sustain the instructor's decision
- To place the student on probationary status, as specified by the Committee.
This gives the Committee the right to review and monitor the student's academic performance for the duration of the probation period.
- To recommend dismissal of the student to the Dean of the College of Business
- To restore the individual to the status of a student in good standing

A similar process will be followed in cases of dishonesty other than academic.

Academic Grievance Process

Students who have academic grievances are entitled to have their dispute reviewed by a formal and systematic process. Students have sixty (60) days from the time the grade is posted to initiate their concerns in writing to the professor of the course. The Academic Grievance Process should begin with a good-faith attempt for resolution between the student and professor.

In the event that an issue cannot be resolved between student and professor, the student must subsequently confer with the Chair of the academic department of the professor involved to seek resolution of the matter. Failing these first two steps, the student can seek resolution by appealing the matter to the Associate Dean of the College of Business: unresolved grievances may then be appealed to the Dean.

Prior to an appeal to the Dean of the College, a student must complete a written statement which serves to summarize the basis of the grievance, indicate the resolution process preceding and leading up to an appeal first to the Associate Dean of the College of Business and then to the Dean, and a documentation of relevant material and correspondence between and among student, professor, and Department Chair.

If the issue cannot be resolved by the aforementioned steps, the student may request a hearing before the Graduate Student Academic Grievance Committee. The Committee will meet only when the student has not been able to resolve the grievance through the Dean's level review. The Graduate Student Academic Grievance Committee will report its findings and make a recommendation to the Provost: the decision of the Provost is final.

At each stage in the grievance process a written record that summarizes each party's understanding and disposition is expected.

Graduate Programs Code of Conduct

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The University is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in The Student Handbook and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate student violations of policy shall be adjudicated by the Graduate Disciplinary Committee. Procedures applying to this process are found in The Student Handbook.

Behavior and Discipline

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the

welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development. It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a “way of life” during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably, and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

Harassment

Protection from Harassment – Policy Statement

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual

harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

Reporting Procedures:

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

Information, Counseling and Advocacy:

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed under “Information/Counseling Resources.”

Informal Complaint Process:

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

Formal Complaint/Reporting Process:

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

Resource List

Information/Counseling Resources:

Counseling Services	(401) 232-6045
Health Services	(401) 232-6220
Student Affairs	(401) 232-6046

Internal Contact List

Vice President for Student Affairs/ Dean of Students	(401) 232-6046
Associate Vice President for Human Resources	(401) 232-6011
Provost	(401) 232-6060

Information Services Network Acceptable Use Policy

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased

Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. More information on Information Services Network Acceptable Use Policy can be found at http://infosec.bryant.edu/acceptable_use.html.

E-mail

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

Peer-to-Peer File Sharing

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. **UNAUTHORIZED COPYING IS PROHIBITED!** The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages.

Bryant.edu Domain Name

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines. Any student using the "BRYANT.EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services.

Student Services

Accessibility Services

Bryant University upholds the mandates of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), and the ADA Amendments Act of 2008. Students with documented disabilities may request accommodations through the Director of Accessibility Services. The request process will include completion of an online intake form, a personal intake meeting with an Accessibility Services Staff member, and a review of appropriate documentation. All requests are evaluated on a case-by-case basis with a focus on how the student's disability impacts daily living and learning at Bryant.

Accessibility Services also includes the Academic Testing Center, where students with approved accommodations or other special circumstances may take exams in a distraction-reduced space. For more information about requesting accommodations or using the Academic Testing Center, please call 401-232-6746.

Student Success

Student Success staff engage in a partnership with students to help them achieve their academic goals. The staff includes a network of full-time and part-time professionals who work together to foster a supportive learning environment.

On Demand Student Success Workshops

Graduate students have access to the entire library of StudentLingo On Demand Student Success Workshops. These study skills workshops can be accessed at any time, from any location at www.studentlingo.com/bryant. For more information, visit the Centers for Student Success.

Writing Center

The Writing Center is available to help graduate students strengthen their writing skills. Writing specialists, professionals with an MA and/or Ph.D. in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language. To schedule a Writing Center appointment, call (401) 232-6567.

Amica Center for Career Education

The Amica Center for Career Education offers a full range of career development and planning services for all students, including graduate students. Our services include:

- Individual career coaching on all topics pertaining to choosing a major, finding an internship, applying to graduate school, or securing a full-time opportunity.
- Career planning courses to assist you with choosing a major and/or career path.
- Shadow Program, matching you with an alum for a day in the workplace.
- Alumni-student networking events in Boston, Hartford, New York City, Providence, Washington, D.C., and more.
- Campus recruiting program including the Bryant Career Connection (BCC) - the student job board for both internships and full-time opportunities.
- Two annual Career Fairs with more than 150 employers attending.
- Specialized programs, company site visits, and alumni connections.

We encourage all students to visit the Amica Center to get started with:

- Utilizing career assessment tools
- Writing a college résumé
- Creating a LinkedIn profile
- Finding an internship or job
- Learning how to leverage campus and current work life to benefit your career plan

Graduate students are welcome to use all available resources in the Amica Center for Career Education as well as participate in our events and programs.

Stop by our office, visit our website at <https://career.bryant.edu>, or call (401) 232-6090, to learn more about resources and services provided.

The opportunity to use the Amica Center for Career Education continues after graduation. Career coaching is available to alumni who are changing careers and are in need of assistance, up to five years post-graduation.

Alumni are also invited to attend the many workshops, programs, and events offered by the Amica Center for Career Education.

Student Printing Facilities

- Students can print wirelessly via their laptop to several printers located on campus.
- Printers are available in the following locations: Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistructure.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is

applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

Bryant Bookstore & Online Purchases

The Bryant University bookstore is located in the Fisher Student Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at www.efollett.com.

Campus Ministry

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Catholic, Jewish, Muslim, and Protestant chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

The Catholic Student Association meets Sundays before Mass. Hillel is Bryant's Jewish-student organization. The Awakening Crew is the Protestant student club.

Worship services are as follows: Catholic Mass is celebrated at 7 p.m. on Sunday. Islamic Services are held on Friday. Jewish Shabbat services are offered on Friday. Protestant services are held on Wednesday evenings.

Health Services

Health Services is a nurse practitioner run program that adheres to federal and state law and endorses the guidelines of the American College Health Association, the Rhode Island Department of Health and the Centers for Disease Control and Prevention.

Clinical components of Health Services include treatment of illnesses and injuries, sexual health care, laboratory services, immunizations, support services for students with physical disabilities, and referrals as appropriate. All health care and medical records are confidential, and family members are notified only in the event of a life-threatening accident or illness.

Health Services is staffed by full-time Certified Nurse Practitioners, a Registered Dietician, and a Health Promotion Coordinator. Health Services does not provide written excuses for missed classes, exams, or work, due to illnesses, nor do they provide documentation of visits to Health Services.

In the event of an emergency or when Health Services is closed, emergency medical technicians (EMTs) are available through the Department of Public Safety at 401-232-6001.

Security/Public Safety

ID and Parking Sticker Policy

Bryant's campus is a secure place to live. Public Safety officers are on duty 24 hours a day, seven days a week. Residence hall exterior doors are locked 24 hours a day, only accessible to students. Individual key locks are on the door of each room. Visitors are checked in on weeknights and throughout the weekend.

All students are required to have a current parking sticker and student photo ID. IDs may be obtained on the second floor of the Fisher Student Center. To obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232- 6001 for more information.

School of Health and Behavioral Sciences

Healthcare is the fastest-growing sector of the United States economy, employing more than 18 million people. In 2012, Americans spent a collective \$2.9 trillion on healthcare, from hospital stays to prescription drugs.

Bryant's School of Health and Behavioral Sciences is well positioned to capitalize on imminent healthcare issues, such as an aging population, insurance regulations, and declining medical school enrollments. The School of Health and Behavioral Sciences prepares students to be leaders and innovators in an industry that continues to evolve and change.

This new academic initiative builds on the University's core expertise as a business school. A large number of Bryant's 40,000 alumni have carved successful careers in the medical field.

The Master of Science in Healthcare Informatics (p. 28) prepares graduates to use healthcare data, manage information and apply technical knowledge to solve problems and improve overall health outcomes.

The Master of Science in Physician Assistant Studies (p. 29) is at the heart of the University's School of Health and Behavioral Sciences, a significant and strategic commitment to education innovation.

Master of Science in Healthcare Informatics

Master of Science in Healthcare Informatics

The Master of Science in Healthcare Informatics prepares graduates to use healthcare data, manage information and apply technical knowledge to solve problems and improve overall health outcomes. Graduates of the program are equipped with knowledge of the healthcare industry and technology solutions, in conjunction with technical skills needed to succeed in this ever-changing field, preparing students to be able to effectively analyze complex health data, manage evolving health information systems and support the increased utilization of electronic health records. Our program provides a holistic understanding of the healthcare system and emphasizes the need for collaboration to improve healthcare delivery and patient outcomes.

This 30-credit graduate degree program incorporates experiential learning, working with our corporate partners and highly skilled faculty to solve critical and real problems in the healthcare field. Thus, our graduates are uniquely positioned to succeed in this fast-paced industry, preparing students to become health information systems specialists, health data analysts, health care managers and consultants that can be employed in a variety of healthcare settings.

Master of Science in Healthcare Informatic Degree Requirements:

Healthcare Informatics Required Course:

HS 501	Introduction to Healthcare Informatics	3
HS 510	Population Health	3
HS 520	Healthcare Law, Privacy, and Ethics	3
HS 530	Healthcare Operations and Systems	3

HS 610	Electronic Health Records	3
HS 690	Healthcare Informatics Capstone	3
Healthcare Informatic Analytic Core Requirements:		
HS 620	Data Visualization and Communication	3
HS 630	Health Analytics (R, Python, Tableau)	3
Healthcare Informatics Electives: Must pick two courses from approved listing:		
HS 640	Project Management	3
HS 645	Evidenced Based Decision Making	3
HS 650	Database Management for Healthcare	3
HS 655	Data Mining/Machine Learning	3
HS 691	Healthcare Informatics Internship	3

A minimum of 30 credits is required for graduation.

Physician Assistant Program Didactic Academic Calendar

Term 1 - 2024

Classes Begin	Wednesday, January 3
Classes End	Friday, March 22
Holiday:	
Martin Luther King Jr. Day	Monday, January 15

Term 2 - 2024

Classes Begin	Monday, April 1
Classes End	Friday, June 28
HOLIDAYS:	
Memorial Day	Monday, May 27
Juneteenth	Wednesday, June 19

Term 3 - 2024

Classes Begin	Monday, July 8
Classes End	Friday, September 27
HOLIDAYS	
Labor Day	Monday, September 2

Term 4 - 2024

Classes Begin	Monday, October 7
Classes End	Friday, December 20
HOLIDAYS	
Indigenous People's/Columbus Day	Monday, October 14
Veteran's Day	Monday, November 11
Thanksgiving Break	Thursday, November 28 through Friday, November 29

TERM 5 - 2025

Classes Begin	Monday, January 6
Classes End	Friday, March 7
Holiday	
Martin Luther King Jr. Day	Monday, January 20

Programs of Study: School of Health and Behavioral Science

- Master of Science in Healthcare Informatics (p. 28)
- Master of Science in Physician Assistant Studies (p. 29)

Physician Assistant Program

Physician Assistant Mission

- To improve universal access to healthcare by graduating highly competent and confident physician assistants prepared to provide equality, ethical, patient-centered healthcare in a collaborative environment.

Bryant University Physician Assistant Program Vision

The Bryant University Physician Assistant program will:

- Graduate top performing physician assistants from a rigorous program
- Prepare physician assistant students to perform in any clinical environment
- Engage physician assistant students in the pursuit of lifelong learning
- Instill in our students a desire to seek roles in leadership
- Ensure commitment to furthering the success of our profession

Goals of the Bryant University Physician Assistant Program

1. Provide students with the requisite knowledge, skills and attitude to navigate a complex and diverse healthcare environment as evidenced by the ability to:

- Obtain medical knowledge and perform physical examinations necessary for patient-centered care
- Apply evidence-based reasoning to the patient's clinical presentation to create an appropriate, individualized treatment plan
- Develop interprofessional communication skills to effectively convey concise and accurate information
- Utilization of appropriate medical diagnostics to aid in diagnosis and treatment, while decreasing unnecessary or extraneous testing
- Master the technical skills of clinical medicine in a safe, supportive, and instructive environment using industry standard and technologically robust experiential models

2. Prepare our students to meet the needs of all populations within the current health-care system by:

- Incorporating patient-centered, ethical medical education throughout the curriculum
- Providing a strong primary-care based education as well as clinical experiences in underserved communities

- Highlighting an awareness of healthcare economics, potential barriers to accessing care and solutions to reduce healthcare disparities
- Supporting diverse perspectives and inter-professional approaches to healthcare that best serve the needs of diverse patient populations

3. Develop and support the physician assistant students' connection to the community and the PA profession by fostering their ability to serve, advocate, and lead.

4. Encourage continuous life-long learning in the pursuit of excellence in medical practice.

Bryant University Physician Assistant Program Accreditation Status

The Accreditation Review Commission on Education for the Physician Assistant, Inc.(ARC-PA) has granted **Accreditation-Continued** status to the **Bryant University Physician Assistant Program** sponsored by **Bryant University**. 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 **June 2028**.

The review date is contingent upon continued compliance with the Accreditation *Standards* and ARC-PA policy.

Faculty

Director of Physician Assistant Program

Ashley A. Hughes, DMSc, MSPAS, PA-C
Associate Clinical Professor

Medical Director

Earl Jackman, DO
Assistant Clinical Professor

Director of Clinical Education

Danielle Cormier, PA-C, BA, MPAS
Assistant Clinical Professor

Associate Director of Clinical Education

Jodi Cusack, MHS, PA-C
Assistant Clinical Professor

Director of Didactic Education

Stephanie Potts, PA-C, MS, AT
Assistant Clinical Professor

Director of Medical Simulation

Stephen Sherman, PA-C, MSPAS
Assistant Clinical Professor

Experiential Education Coordinator

Matthew Lavoie, MSPASS, PA-C
Assistant Clinical Professor

Director of Admissions and Academic Success

Shaina Boyle, MBA

Program Coordinator

Amy Paul

Office Coordinator

Terry Garvin

Physician Assistant Program Curriculum

Courses by Term

The physician assistant program is a 27-month, 126-semester-hour course of study leading to a Master of Science in Physician Assistant Studies degree.

The program comprises 5 didactic terms and 10 clinical rotations:

First Year

First Term

		Credit Hours
PA 501	Physiology and Pathophysiology	4
PA 502	Introduction to Clinical Pharmacology	2
PA 503	Human Anatomy	4
PA 505	Research Methods	1
PA 524	Public Health and Dental Medicine	1
PA 534	Medical Ethics and Law	1
PA 537	The Patient Interview	2

Term Credit Hours **15**

Second Term

PA 510	Clinical Medicine I	4
PA 511	Clinical Medicine II	4
PA 520	Clinical Medicine III	3
PA 516	Clinical Correlations One	5
PA 514	Diagnostic Testing and Imaging	1

PA 538 Physical Examination 3

Term Credit Hours **20**

Third Term

PA 521	Clinical Medicine IV	6
PA 530	Clinical Medicine V	5
PA 531	Clinical Medicine VI	3
PA 526	Clinical Correlations Two	4
PA 525	Clinical Skills I	1
PA 506	Genetics	1

Term Credit Hours **20**

Fourth Term

PA 533	Surgery	3
PA 536	Clinical Correlations Three	4
PA 515	Behavioral Medicine	2
PA 539	Clinical Medicine VII	3
PA 540	Clinical Medicine VIII	5
PA 541	Clinical Skills II	1

Term Credit Hours **18**

Fifth Term

PA 522	Pediatrics	3
PA 532	Emergency Medicine	4
PA 543	Geriatrics	3
PA 542	Clinical Correlations Four	3

Term Credit Hours **13**

Total Credit Hours **86**

Clinical Year

PA 601	Inpatient Internal Medicine Supervised Clinical Practice Experience	4
PA 602	Outpatient Internal Medicine Supervised Clinical Practice Experience	4
PA 603	Family Medicine Supervised Clinical Practice Experience	4
PA 604	General Surgery Supervised Clinical Practice Experience	4
PA 605	Pediatrics Supervised Clinical Practice Experience	4
PA 606	Obstetrics and Gynecology Supervised Clinical Practice Experience	4
PA 607	Psychiatry Supervised Clinical Practice Experience	4
PA 608	Emergency Medicine Supervised Clinical Practice Experience	4
PA 611	Elective Supervised Clinical Practice Experience	4
PA 612	Elective Supervised Clinical Practice Experience	4
Total Credit Hours		40

School of Health and Behavioral Science Application Requirements

Master of Science in Healthcare Informatics Admission Requirements:

Domestic Applicants:

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to any Bryant graduate program, applicants must be (or about to become) a graduate of an accredited, four-year college or university.

Applicants must submit:

- Bryant University College of Business Graduate application. Applicants shall complete the online application for admission.
- Official transcripts from ALL colleges and universities attended.
- One professional letter of recommendation. Recommenders may use the form available online or submit a written recommendation on letterhead.
- Statement of objectives (500 words maximum). The purpose of the statement is to explain why the applicant is applying to Bryant, the specific program, and how both will help the applicant achieve a future goal.
- A current resume.
- \$80 application fee.
- Interview
Admission interviews (optional) can be scheduled by the Department of Graduate and Professional Education Graduate Programs office or by the applicant. An admission interview may be part of the application process to aid the Admission Committee in making appropriate admission decisions.
- GMAT score submission is optional and not required for admission.

Students who are enrolled full-time are required to forward completed health forms to Health Services and to show proof of health insurance.

International Applicants:

Students from across the globe who enroll in the Bryant University graduate programs Graduate School bring valuable perspectives to the classroom. International students must secure the proper visa and enroll in the appropriate number of credits.

International Student Admission Requirements:

- Applicant must provide documentation from an academic evaluation agency which indicates that the applicant has earned a degree equivalent to a U.S. bachelor's degree.
- Bryant University College of Business Graduate application. Applications are available online or a copy of the application can be requested in writing, by phone, or by e-mail.
- Official transcripts from all colleges or universities attended, translated into English and converted to a 4.1 scale.
- One professional letter of recommendation. Recommenders may use the available form online or submit a recommendation on letterhead.
- A current resume.
- Interview – An interview (either in person or by phone) is recommended for graduate program applicants.
- Statement of objective (500 words maximum).
- \$80 application fee.
- Official TOEFL score for applicants whose native language is not English or whose undergraduate instruction was not conducted in English.
- International Graduate Student Certification of Finances from international applicants seeking an I-20.

Deferred Admission

If an accepted student cannot begin classes in the semester for which he/she applied, the student may defer his/her admission until the next entry term. Requests for a deferral must be made in writing to the Department of Graduate and Professional Education Graduate Programs office and may be approved for up to one year. If an applicant matriculates into a program within a one-year period, the commitment fee is applicable toward tuition fees. The MPAC commitment fee is not applicable toward tuition fees and is non-refundable.

Re-Admit Policy

If a student withdraws from Bryant and later wishes to resume graduate work, he or she will be required to re-apply and to the Graduate College of Business and will be responsible for the degree requirements that are in place at the time of re-admission. If the student's file is available, the student will be required to submit a new application, statement of objectives, resume and an \$80 application fee. If the file is not available, a complete application package must be submitted by the applicant. Permission to re-enroll will be granted only after a review of the student's academic record by the Admission Committee.

- If the student's course(s) were completed within the last three years, all courses, credits and grades previously taken will be applied to the student's degree requirements.
- If the courses are between three and five years old, the courses will be reviewed by the appropriate department chairpersons. Those courses that are deemed to still be current by the department will be applied to the student's transcript. Those that are not approved will be listed on the student's transcript but not computed in the grade point average calculation.

- Courses that are older than five years old are not generally accepted toward the degree program but will appear on the student's transcript. Neither the credits nor the grades previously earned will be calculated in the student's grade point average.

Non-Matriculating Students

A non-matriculating student is defined as a student who is enrolled in a degree program at an institution other than Bryant University and who wishes to take one or more courses at Bryant to transfer to his/her home institution. A non-matriculating student must complete a Special Student Application form and submit a fee of \$80 along with a letter from his/her dean or advisor indicating that he/she has been pre-approved to take a course(s) at Bryant. Non-matriculating students are eligible to select only from Bryant's elective course offerings.

TUITION INFORMATION:

Master of Science in Healthcare Informatics: \$985 per credit FEE: There is Non-refundable \$250 commitment deposit Method of Payment

Payment is due by August 9, 2023 for the fall, January 9, 2024 for the spring, the first day of class for the winter and May 9, 2024 for the summer term.

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40.00 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable, and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University
Bursar's Office
1150 Douglas Pike
Smithfield, RI 02917-1284

Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party

authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g., when a student does not earn the required grade), the student is responsible for the tuition for that term.

Late Payment Penalty

A late fee of \$150 will be assessed to the student's account with an outstanding balance of \$1,500 or more if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

Dropping a Course

A student may drop a course during the Add/Drop period, as posted on the University calendar, and thus the course will not appear on the student's transcript.

Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

Tuition Refunds

The complete refund schedule (for on campus programs) is as follows according to the date that written notice is received:

Regular Term (Fall/Spring):

Refund Policy	
Week/Day	Percentage
First Week:	80%
Second Week:	60%
Third Week:	40%

Fourth Week:	20%
After fourth week:	No refund

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant’s various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant’s programs, another applicant who otherwise may have been accepted, has potentially been denied a “seat” in the program. Hence, the rationale of Bryant’s formal refund policy is based on costs that are incurred by the institution despite an individual student’s decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal online form to the Office of the Registrar. Such notice serves to notify the University of a student’s intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

Physician Assistant Program Class of 2026 Requirements: CASPA

The Bryant University Physician Assistant Program participates in the Central Application Service for Physician Assistants (CASPA). Students applying to the Bryant PA Program must follow the application instructions on the CASPA Website www.caspaonline.org.

Supplemental Application

The Bryant University PA Program requires a supplemental application in addition to the CASPA application. The supplemental questions can be found within the CASPA portal. In addition to completing the application students will need to submit a supplemental application fee of \$50 online.

Admissions Requirements

CASPA applications must be verified by October 1, 2023, for consideration in the class entering January 2024.

- Applicants must hold a baccalaureate degree from a regionally accredited institution by October 1, 2023.
- All coursework must be completed prior to October 1, 2023.
- Applicants must have maintained an overall undergraduate minimum 3.0 GPA.

- Applicant must have maintained a prerequisite GPA of 3.0
- Preference if given to applicants with a BCP GPA of 3.0 or greater.

Applicants have the option to complete the Graduate Record Exam (GRE)

- No minimum is required on the GRE, but performance will be used to determine eligibility and competitiveness.
- Testing must have been from within the last 5 years.

The applicant must document at least 2,000 hours of direct patient care experience.

- Documentation must be submitted on the supplemental application.
- Direct patient care involves the actual one-on-one care of a patient.
- Patient care experience of 2,000 hours must be complete and verified by October 1, 2023
- The following is a partial list of examples of areas of direct healthcare.
 - Military medics, corpsmen, health services technicians, and medical technicians
 - Nurses
 - Emergency Medical Technician and Paramedics
 - Emergency room technicians
 - Medical Scribes
 - Physical and Occupational Therapists
 - Respiratory Therapists
 - Medical Assistant

The applicant must complete the following minimum prerequisite classes*:

Biology with lab	8
Chemistry with lab	8
Human Anatomy & Physiology (maybe taken separately)	8
Microbiology	3
Biochemistry or Organic Chemistry with Lab	3/4
Psychology	3
Statistics	3

- * Note: summary, AP and survey courses are not permitted. All courses must have letter grades; Pass/Fail courses are not accepted.
- ** Students applying under the academic provisions as outlined in the Bryant University and Western New England University should make the appropriate annotation in the Supplemental Application area for consideration in accordance with the agreement.

Background Investigation

All successfully admitted students must undergo a criminal background investigation. The PA Program will provide the accepted student access to the necessary criminal background investigation process. A felony conviction may prevent the student from completing clinical rotations at our affiliated healthcare organizations; therefore, may prevent admission to the PA Program. Some additional non-felony convictions may prevent students from gaining certification, licensure or credentialing as a healthcare provider. In the event of such a conviction, the Program will contact the applicant to discuss the matter prior to matriculation. Neither the program, nor its personnel are responsible for ensuring that an applicant will be eligible for NCCPA certification, state licensure or credentialing at any healthcare facility. Applicants with a criminal history

should investigate the laws, regulations, and statutes applicable to the state and facility in which they intend to practice.

Screening for drugs of abuse

Students may be required to submit to a drug screen at any time during the program. Our affiliated Healthcare Facilities require negative drug screening prior to starting clinical rotations.

A positive drug screen for any substance not legally prescribed to the student will result in dismissal from the PA Program. Students who refuse to submit a drug screen will likewise be dismissed. Students who screen positive for drug use during clinical rotations may be subject to criminal action as required by the state or institution.

Technical Standards

Matriculated Students must meet all technical standards required for program completion with or without reasonable accommodations for documented disability.

The Master of Physician Assistant Studies degree is a broad degree attesting to general knowledge in all fields of medicine and the basic skills required for PA practice. Essential characteristics and abilities required for completion of the MPAS degree consist of certain minimum physical and cognitive abilities, and sufficient mental stability to provide reasonable assurance that candidates can complete the entire course of study and participate fully in all aspects of medical training. Bryant University expects its graduates to become fully competent Physician Assistants and will provide reasonable accommodation to prepare its students to reach this goal.

The program has an ethical responsibility for the safety of patients with whom the candidates will encounter both before and after completion of the MPAS degree. Patient safety is a major factor in establishing program core technical standards required for admission to the program, promotion within the program and graduation.

All Bryant PA students must possess those intellectual, ethical, physical, and emotional capabilities necessary to undertake and achieve levels of competence in the full curriculum required by the faculty. All students must meet technical standards in order to graduate from the program and ultimately enter into clinical practice. Inability to meet these technical standards is grounds for dismissal.

The technical standards are housed within broader categories as listed below. Detailed descriptions of the technical standards follow.

1. **Observation**
2. **Participation**
3. **Communication**
4. **Motor Skills**
5. **Intellectual-Conceptual, Integrative & Quantitative Abilities**
6. **Behavioral & Social Attributes**

1. Observation

The student must be able to observe demonstrations and experiments in the basic sciences, including but not limited to physiologic and pharmacologic demonstrations, microscopic studies of microorganisms and tissues in normal and pathologic states. Students must be able to observe all classroom demonstrations of clinical skills. Students must also be able to inspect or observe a patient accurately at a distance and close at hand. Students should have the ability to visualize written documents, images, telemetry monitors, EKGs and interpret diagnostic

studies. Students should be sufficiently capable of using observations to draw appropriate conclusions about patient care. Observation necessitates the functional use of the sense of vision. It is enhanced by the functional use of the sense of smell.

2. Participation

The student must participate in all components of the program to include, but not limited to, classroom activities, lab sessions, peer-to-peer clinical skills practice and clinical rotations.

3. Communication

Students should be able to speak to, listen to and observe non-verbal communication in patients in order to elicit accurate information. Communication includes speech, reading and writing. The student must be able to communicate respectfully, professionally, sensitively and efficiently in oral and written form with the patient, the patient's family, and all members of the healthcare team.

Students must be able to communicate respectfully and professionally with peers, instructors and mentors in both oral and written formats at all times.

4. Motor Skills

Students should have sufficient motor function, skill and dexterity to carry out basic laboratory experiments and anatomical dissections. Students must be able to use clinical examination skills to elicit information from patients by palpation, auscultation, percussion, and other diagnostic maneuvers. Students should have the motor skills to accurately perform all elements of the physical examination and use instruments and tools appropriately to gather clinical information. Motor skills include the ability to obtain laboratory, radiologic and other diagnostic testing, as well as perform diagnostic procedures. Students should possess sufficient motor skills to be able to provide general and emergency care to patients as well as surgical care. Motor skills must be accurate and able to be performed safely. Such actions require coordination of both gross and fine muscle movements, equilibrium, and functional use of the senses of touch and vision.

5. Intellectual-conceptual, Integrative & Quantitative Abilities

Physician Assistant students must possess intellectual ability that includes visual-spatial understanding, measuring, calculating, reasoning, analysis and synthesis. Each of these skills is required for critical thinking and problem solving. Students must combine these skills with evidence-based medicine and sound judgment to patient care to formulate a reasonable diagnosis and treatment plan.

6. Behavioral & Social Attributes

Students should have the physical and emotional well-being required for full application of their intellectual abilities, exercise of sound judgment, prompt completion of all responsibilities relative to patient care, and fostering of mature, sensitive and effective relationships with patients and all members of the healthcare team. Students must display compassion, integrity, altruism in the face of patient care. Students should be flexible, adaptable and able to learn in a multitude of environments.

Professionalism and respect are inherent to core qualities of a physician assistant. All students must treat faculty, staff, peers, preceptors, colleagues, and patients and their families with utmost respect and

Americans with Disabilities Act

Bryant University complies with the Americans with Disabilities Act (ADA) of 1990. The ADA prohibits discrimination against qualified individuals with disabilities on the basis of that individual's disability.

Not only does Bryant comply with the ADA, but Bryant also considers this compliance to be a reaffirmation of the University's long-standing nondiscrimination policy. To this end, Bryant bases all of its admissions decisions on an applicant's qualifications to perform the essential functions of the physician assistant student role, with or without reasonable accommodations that do not impose an undue hardship on the University.

Bryant University does not discriminate unlawfully against the disabled and is in full compliance with the Rehabilitation Act of 1973, as amended.

Inquiries/complaints with regard to disabled student issues should be addressed to the Director of Health Services, Bryant University, Smithfield, RI 02917 (401-232-6220), who has been designated by Bryant University to coordinate the institution's efforts to comply with the regulations implementing Section 504.

Persons may also contact the Director, US Department of Education, Office of Civil Rights, Region One, Boston, MA 02109, regarding the University's compliance with regulations.

Attend an on-site interview

Applicants who are deemed as likely successful candidates by the PA Program Admissions Committee will be invited to Bryant University for a one day interview and campus tour. This is the ideal chance for potential students to not only impress upon the faculty their strong interest in becoming a physician assistant, but also why they are a good fit for the Bryant University PA Program. Students should thoroughly prepare for this interview.

The Selection Process and Program Preference

The Bryant University Physician Assistant Program developed its Mission and Goals to reflect our commitment to help decrease health care disparities and increase access to health care for currently underserved populations. Our strategy to accomplish this goal is to support the admission and enrollment of future clinicians who have demonstrated a similar commitment to these philosophies. While the Program does not extend preference to any particular individual or group, application materials are scored during the file review and interview process using a scoring system that awards points to any applicant demonstrating evidence of a commitment to the philosophies embodied by the Program's Mission and Goals.

Applicants are screened and competitively ranked based on GPA, CASPA narrative, patient care experience, letters of reference and GRE scores. Preference for interview is for those applicants who have higher GPA scores, greater number of patient care hours, strong letters of recommendation, well-written narratives, and experiences that goals that embody the Bryant PA Program mission.

International Applicants

For applicants who have earned degrees outside of the United States, in addition to the general application requirements, the following prerequisites must be completed prior to applying:

- TOEFL score within the previous 2 years of at least 100 (internet-based) to demonstrate proficiency in English

- A certified degree and course-by-course evaluation of foreign transcripts to ascertain equivalences to United States educational standards. www.wes.org

Deferred Admission

The Bryant University PA Program does not offer deferred admission.

Transfer Policy to the Bryant University PA Program

The Bryant University PA Program does not accept student requests to transfer from other PA programs.

Withdrawal

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the University, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Registrar's Office. This action serves to notify the University of a student's intention not to register for future courses. The student should also notify the Program Director in writing of their intent to withdraw from the program. At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required.

Re-admit Policy

If a student withdraws from the Bryant University PA Program and later wishes to resume coursework, he or she will be required to re-apply to the PA Program via CASPA and will be responsible for the degree requirements that are in place at the time of re-application.

- Any previously completed coursework from the Bryant University PA Program must be repeated upon re-admission

Course Waivers

Transfer credits may not be applied towards Physician Assistant Program coursework and the Program does not award advanced standing/ placement based on prior coursework.

Tuition, Fees and Financial Aid: Master of Science in Physician Assistant Studies

Tuition and Fees (2023)

For students entering January 2023 \$109,977.00 (tuition only) for the entire 27-month program*

\$12,372 (estimated fees) for the entire 27-month program*

List of Potential Items Included in the Fee Amount

Physical Examination Equipment Package

Pan Optic Diagnostic Set with Lithium Ion Battery

Coaxial Ophthalmoscope

Littman III Stethoscope

Blood Pressure Cuff

Insufflation Bulb

Transilluminator

GYN Light Source
 Tuning Forks
 Measure Tape
 Babinski Reflex Hammer
 ECG Caliper
 AdLight Penlight
 8" Goniometer
 Monofilament
 Nylon Medical Bag
 Welch Allyn Educational Value Pack
 White Coat with Logo
 Scrubs
 Rhode Island Background Investigation
 Nametags (PA Student)
 Lab Fee
 Clinical Rotations and Packrat
 Audience Response Clicker
 Student Health Insurance
 Textbooks and Software
 NCCPA PANCE Exam
 AAPA Student Membership
 RIAPA Membership
 Student Activity Fee
 Library Fee
 Rotation Travel
 *Fees are subject to change due to cost fluctuations.

* Fees are subject to change due to cost fluctuations.

Tuition Deposit

Accepted applicants to the PA Program submit an \$800, non-refundable deposit which is applied to the student's tuition bill. This deposit indicates their acceptance of admission and intention to enroll in the Bryant University PA Program.

Method of Payment

Bryant University sends electronic bills in lieu of paper bills. When the E-Statement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and E-Statement. The Student Account Center offers the option to pay online with a check or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Payment is due by September 1 for fall, December 1 for winter, March 1 for spring and June 1 for the summer session.

Students have the option to pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the WebCheck payment option.

A \$40.00 fee will be assessed to the student's account if a check is returned as uncollectable and a \$3.00 fee for online ACH return fees.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University and mailed to:

Bryant University
 Bursar's Office
 1150 Douglas Pike
 Smithfield, RI 02917-1284

Late Payment Penalty

A late fee of \$150 will be assessed to the student's account with an outstanding balance of \$1,500 or more if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following semester until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees, and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

Tuition Refunds

The Bryant University Bursar will manage all refunds of tuition. Fees are not refundable.

A student withdrawing from Bryant University must contact the PA Program Director and complete a voluntary withdrawal form in the Registrar's Office in order for his/her withdrawal to be official.

Tuition refunds will be calculated as follows:

Refund Policy

Week/Day	Percentage
1st week of classes	80%
2nd week of classes	60%
3rd week of classes	40%
4th week of classes	20%
After 4th week of classes	No refund

Due to the nature of the PA Program, single courses may not be dropped or added. All coursework must be completed in sequence.

Given the selective basis by which students are admitted to Bryant's PA program, it is essential to understand that when a student accepts enrollment in the program, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

Remedial and Repetitive Work

The total cost of program tuition is divided equally amongst the 9 terms that a student must complete. Each term has a unique credit hour based on the class and the term.

Term 1	Term 2	Term 3	Term 4	Term 5-9	Total
14 credits - 1/9 Tuition	19 credits - 1/9 Tuition	22 credits - 1/9 Tuition	23 credits - 1/9 Tuition	48 credits (8-12 credits per clinical term) - 5/9 Tuition	126 credits

Repeated clinical rotations are credit bearing and students shall be charged tuition based on a per-credit cost of clinical term tuition (1/48th of 5/9 total program tuition) for the term for which they are registered. Each clinical rotation is 4 credits.

Repeated Clinical Rotation Scenario:

A situation in which a student must repeat a clinical that they have failed. This would add an extra term to the student's program. For each clinical rotation that is repeated, tuition will be charged as the per-credit cost of the 4-credit clinical, or 4/48 of 5/9 total program tuition. Students may repeat a maximum of one clinical rotation.

Living Expenses, Travel and Transportation

Students are responsible for arranging their own housing accommodations, transportation, and any expenses associated with travel and relocations occurring as a requirement of the program. During the clinical phase most time will be spent at Supervised Clinical Practice Experiences. The greater majority of these rotations will occur at healthcare facilities within 50 miles of the program; however, students must be prepared to travel to sites outside of this radius.

Insurance

Students are required to have health insurance while in the PA program. They have the option to use private health insurance or purchase the Bryant University health insurance policy. Liability insurance is mandatory and is purchased through Bryant University. Please see the student fees section for more information on cost of these separate policies. Students are required to have health insurance while in the PA program. They have the option to use private health insurance or purchase the Bryant University health insurance policy. Liability insurance is mandatory and is purchased through Bryant University. Please see the student fees section for more information on cost of these separate policies.

Financial Aid

The Bryant University Office of Financial Aid will coordinate financial aid for any student requiring student loans.

In order to be eligible for financial aid, a student must complete the Free Application for Federal Student Aid (FAFSA). This document is used to determine eligibility for federal and institutional aid.

After completing the application, students are encouraged to contact the Bryant University Office of Financial Aid and speak with a Financial Aid Counselor.

Office of Financial Aid
Phone: (401) 232-6020
Email: finaid@bryant.edu

Financing Options

William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site. Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site.

Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed.

Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at www.va.gov. There is a Veterans Administration Coordinator located in the Office of the Registrar.

Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure Banner Self-Service SSO portal.

Academic Policies and Procedures: Physician Assistant Program

The physician assistant program is a 27-month, 126 semester hour course of study leading to a Master of Science in Physician Assistant Studies degree.

The didactic portion of the PA program is designed in a sequential fashion, with each term building on the previous term's coursework. All required assignments for each class must be completed by the end of the term in order to progress to the following term. Failure to do so will result in the student being placed on Academic Probation and necessitate Remediation. Failure to remediate successfully may result in deceleration or dismissal.

The program must be completed within 5 years of initial entry/matriculation.

Policies and procedures for progression in and completion of the program

Requirements for progression and completion of the program depend on the student demonstrating the learning outcomes and competencies, including professionalism, for each course, and for the program overall during the summative evaluation. Failure to maintain a 3.0 GPA per term as well as overall, will result in being placed on Academic Probation.

If the student fails to meet criteria for progression and decelerates, all coursework/required program components must be completed within five years of initial matriculation. Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average. Quality points are determined by multiplying credits by grade points. Grade points are listed in the table above. The grade-point average (GPA) is determined by dividing the total quality points earned by the total credits completed

Policies and procedures for remediation and deceleration

1. Progression in the didactic phase

In order to progress through the didactic phase of the program, students must maintain an average of 3.0 GPA per term and must pass each course with a "C" letter grade. Students that do not achieve an overall 3.0 GPA will be placed on academic probation. Students must demonstrate continual improvement to remain in the program as defined as an improving GPA. Students who fail to improve their overall GPA from the previous term will be referred to the ASRC for recommended dismissal.

Students must have a cumulative 3.0 GPA at the completion of the didactic year to begin clinical rotations. Any student who fails to achieve this 3.0 GPA cannot proceed and must be recommended by the ASRC for dismissal from the program.

In addition to having an overall 3.0 GPA, all students are required to pass a summative examination prior to entering supervised clinical practice experiences. Remediation for failure of the summative examination is required and will consist of a retest of information similar in both content and construction to the original summative examination. Students will be referred to the Academic Support and Remediation Committee with a recommendation for dismissal for failure to successfully complete the didactic phase summative examination.

The graduate school does not allow grade substitutions for failed courses. All completed courses will be reflected on student transcripts as received by the program. Students who repeat a course due to deceleration must be considerate of this when returning for the following cohort and must continue to complete all minimum GPA requirements.

2. Progression in the clinical phase

In order to progress through the clinical phase of the program, students must maintain an average of 3.0 GPA per term and must pass each SCPE with an overall grade of a "B" as passing letter grade (83%).

Students must maintain a cumulative 3.0 GPA to be considered for graduation. Any student who fails to achieve this will not be permitted to graduate from the university graduate school.

If the student fails to meet criteria for progression and decelerates, all coursework/required program components must be completed within five years of initial matriculation. Only courses taken and credits

received in the graduate programs at Bryant University are included in the computation of the grade-point average. As in the didactic coursework, all failing courses are maintained on the student transcript and cannot be substituted for repeat or remedial coursework. All final grades will be calculated into the overall student cumulative GPA.

In the same manner as the didactic phase, all students are required to pass a clinical summative examination prior to completing supervised clinical practice experiences before a recommendation for graduation is given to the Program Director. Remediation for failure of the summative examination is required for program completion and will consist of a retest of information similar in both content and construction to the original summative examination. Students will be referred to the Academic Support and Remediation Committee with a recommendation for dismissal for failure to successfully complete the didactic phase summative examination.

3. Remediation for a failed didactic or examination

A test score of < 75% will result in a notification of the ASRC. Upon posting of final grades, students who failed an exam must make an appointment to meet with the director of academic success to address the low score and to develop a study/remediation plan. The student will be assigned a remediation learning assignment based on the course objectives for that exam to be completed within five (5) calendar days of notification of exam failure.

At the end of the term, the ASRC will review all exam scores and replace the two (2) lowest with a 75% provided the student has successfully completed the remediation assignments. No more than two (2) remediation assignments will be permitted to replace exam failures. Failure of the remediation assignment will result in individual counseling and the remediation score cannot be applied to that individual examination.

4. Remediation for a failed course in the didactic curriculum

Minimum passing grade for each course during the didactic year is a "C" (i.e., 75% or above) and an overall GPA of 3.0 must be maintained for each term in the didactic year. Failure of a course will result in the student being placed on Academic Probation. The student will be followed by the ASRC and will meet with the student advisor and director of academic success to outline the remediation plan. The student will then complete a comprehensive remediation exam, which must be completed within ten (10) calendar days of the notification of course failure.

Failure of the comprehensive course exam will result in failure to progress to the next term and referral to the ASRC for recommendation of deceleration or dismissal. Passing the comprehensive exam will allow the student to progress to the next term, however, the student will remain on Academic Probation.

No more than two (2) failing courses can be remediated during one term. Failure of more than two (2) courses during any term will result in a recommendation for dismissal.

5. Remediation for a failed Supervised Clinical Practice Experience (SCPE)

During the clinical year, the minimum required grade to pass each SCPE is a "B" (i.e., 83% or above). Failure to obtain a "B" will necessitate repeating the failed rotation after the remediation plan has been successfully completed. The student's faculty advisor, the Director of Academic Success, and the Director of Clinical Education will develop

the remediation plan. Failing the remediation plan or failing the repeat rotation will result in dismissal. No more than one (1) clinical rotation may be repeated: more than one failed SCPE will result in referral to the ASRC for dismissal.

Students will repeat the deficient rotation during a block as deemed appropriate by the scheduling of the Director of Clinical Education in accordance with availability of preceptors. Students who fail SCPE will be notified, in writing, when all academic requirements have been submitted, graded, and a cumulative grade is calculated. In most situations, students will report to their pre-assigned next SCPE as designated to allow for a remediation plan to be developed. Students will be notified by the completion of the proceeding SCPE of the date and location of their remediation rotation as well as any additional academic requirements, including the remediation plan, that will be required to fulfill the requirements of the failed SCPE.

Deceleration

Failure to successfully fulfill the requirements of the assigned remediation plan after having failed a class/course during the didactic portion of the program may result in deceleration, where the student will have to make up the class during the next regularly scheduled offering. Since PA courses are offered in a sequential fashion, each building on the previous courses, failure to pass a class during the didactic year will result in the student not being able to proceed to the next terms' courses. The student will therefore have to join the next year's class/cohort.

During the clinical year, the student who fails a SCPE and remediates successfully will have a delayed graduation date but does not have to furlough for a year to rejoin clinical rotations as is necessary in the didactic year. All students failing initial coursework requiring repeat courses (deceleration for academic year) or SCPE's (clinical year) will incur additional tuition expenses that are not eligible for federal financial aid assistance. Any student that requires deceleration or remediation must present to the university financial aid office to discuss financial obligations for course completion and graduation. Failure to comply with university financial obligations could delay certification for graduation.

Leave of Absence

By virtue of Bryant's PA program design as a 27-month plan of study, admitted students are expected to proceed through the program with the cohort they were admitted with at the beginning of their PA studies. Stated differently, students, upon admission, are expected to complete their PA degree requirements by continuous enrollment in the time specified by the program in which they entered.

Although leaves of absence from the PA program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis.

Consequently, any student who, prior to completion of the PA Program requirements, seeks to decline registration for an upcoming semester may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Registrar's Office. A PA student on a leave of absence may re-enter the program in a subsequent year, at the beginning of the same academic term in which they began their LOA. Students will be required to complete all coursework from that term. Additionally, students will have the option to attend courses from the previous terms, if desired. Students are still required to complete their program within a five year time frame from admission.

Dependent upon the official starting date of the LOA, students may be required to return portions of their federal and private loan awards, according to the requirements stipulated by their written agreements with the individual lenders.

Students must notify the PA Program Director of their intention to re-enroll by October 1st of the calendar year prior to their planned re-enrollment.

Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002.

The announcement to cancel or delay classes will also be available on the university website at www.bryant.edu. When individual classes are cancelled, students will be notified via their Bryant e-mail accounts.

Any cancelled classes will be rescheduled by the Program and may occur outside of normal scheduled class hours, to include evenings and weekends.

Credit Hour

Each academic term is twelve weeks in length, however, the semester hours assigned represent workload equivalent to sixteen calendar weeks.

Grading System

The graduate programs use the following grading system:

Grade	Grade Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0

Grade Replacement Policy –Didactic Year

For failed PA courses during the didactic year, there is no grade replacement or substitution allowed. All students who have failed a didactic course and require deceleration will be required to repeat the course the following year as previously discussed. For the purposes of program and university graduation requirements, this grade will remain on the student transcript and the failing grade is calculated into the overall student GPA. Students will continue to be required to maintain the 3.0 GPA overall to progress to the clinical phase of training.

Grade Replacement Policy – Supervised Clinical Practice Experiences (SCPEs)

During the clinical year, the minimum required grade to pass each SCPE (clinical rotation) course is a "B" (83%). Failure to obtain a "B" will necessitate repeating the failed rotation. Failing the repeat clinical rotation will result in dismissal. No more than one clinical rotation may be repeated; failing more than one clinical rotation will result in dismissal. The repeated SCPE is subject to this Grade Replacement Policy:

- For any one SCPE, this grade replacement option may only be used once – a failed SCPE may only be repeated one time. Also, credit for a repeated course may be used only once.
- This policy can be applied to a maximum of one SCPE – no more than one SCPE may be repeated.
- For purposes of GPA calculation, the grade earned during the first SCPE enrollment will stand until the recording of the final grade in the second enrollment is completed. When the second enrollment is completed, the grade for that second enrollment will become the grade used in all GPA calculations.
- The transcript will record both course enrollments and the grade earned in each enrollment. The first attempt will be marked with an X to indicate grade replacement (e.g., XF, XC).
- Students will not be allowed to apply the grade replacement policy to a course in which there has been documented academic dishonesty that has not been reversed on appeal.
- If a student takes an approved leave of absence from the PA Program during a clinical rotation, the student will receive a grade of “Incomplete (I)” for that SCPE and may not restart the PA Program prior to the start of the next term; the soonest the student could resume clinical rotations would be whichever established SCPE block occurs first in the next term. The Incomplete SCPE must be repeated prior to completion of the program and will likely take place at the same clinical site.
- All PA Program courses and requirements must be completed within five (5) years of matriculation, per PA Program policy.

This Grade Replacement Policy is unique to the SCPE (clinical rotation) courses in the PA Program and is applied automatically upon completion of the repeated (remediation) SCPE.

Student Employment

Employment by the student while enrolled in the program, while not prohibited, is strongly discouraged. The program is one of intense study with educational activities routinely scheduled from Monday through Friday 8am to 5pm during the didactic year (not including independent study) and becomes even more rigorous and time intensive during clinical rotations the following year. Absences secondary to work are not considered excused. Unexcused absences are considered unprofessional behavior and may result in grade penalties and potential deceleration and/or dismissal if professional and academic standards are not met. Students who have been placed on Academic Probation are prohibited from working during their time on probation. Non-adherence to this policy will risk immediate dismissal. Students are not required to work for the Physician Assistant program.

Graduation Requirements

In order for the program to certify students for graduation, candidates must have an overall 3.0 GPA, have successfully completed all required coursework in the five (5) year time frame, completed both the didactic and clinical year summative written and practical examinations successfully, and complied with any documentation requirements of the program (i.e., student evaluations, portfolios, or exit surveys).

Honors at Graduation

To graduate with honors, a student must attain a grade point average of 3.75 or better.

Pi Alpha

Pi Alpha is the national Physician Assistant honor society organized for the promotion and recognition of both PA students and graduates. Membership signifies the inductee's significant academic achievement and honors them for their leadership, research, community/professional service and other related activities. The society also encourages a high standard of character and conduct among students and graduates. Current students of accredited PA programs with chapter status through Pi Alpha may be considered for student membership by demonstrating the following: minimum GPA of 3.5 and excellence in research, publishing, community/professional service, or leadership activities.

Academic Honesty Policy

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of “cheating” – the dishonest use of assistance in the preparation of outside or in-class assignments. Such violations including, but not limited to, plagiarism are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

Refer to the Physician Assistant Program Student Manual

Academic Dismissal

Student progress is tracked weekly by the Academic Support and Remediation Committee (ASRC). Upon recognition of a student's failure to meet minimum standards for progression, the ASRC will notify the Program Director. The Program Director will prepare a Letter of Dismissal for signature by the Provost. The Provost will make the final decision based on the information provided by the PA Program and forward the signed letter back to the Program Director. The Letter of Dismissal shall be hand delivered to the student by the Program Director. In the event that the Letter of Dismissal cannot be hand delivered to the student, it will be mailed to the student's permanent address of record via Registered Mail. The process for appeal will be outlined within the Letter of Dismissal.

Academic Grievance

Grievances related to grades should be first directed to the course coordinator who assigned the grade. If a satisfactory conclusion is not reached, the student may submit a written appeal to the Academic Support and Remediation Committee for further evaluation. Students may further appeal in writing to the Provost.

Non-Academic Grievance

Grievances that do not involve academic progress must be submitted in writing to the Provost.

Final Appeal

For academic and non-academic grievances, the final authority for dismissal falls under the authority of the Provost. Any student facing dismissal from the program may request that their grievance be forwarded to the Provost for final review.

Graduate School Code of Conduct

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The university is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in the Graduate Catalog and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate violations of policy shall be adjudicated by the Graduate Disciplinary Committee.

Behavior and Discipline

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development.

It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a “way of life” during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably, and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

Non-Academic Dismissal

Students are expected to obey applicable local, state and federal laws as well as the policies of Bryant University and are not entitled to greater immunity or privilege before the law than that enjoyed by ordinary citizens. As they prize rights and responsibilities for themselves, students are expected to respect the rights and responsibilities of others. For infractions of laws, regulations, policies and standards, students may be subject to disciplinary action up to and including expulsion from the University. Such disciplinary action may be imposed for violations which

occur off campus when the violation may have an adverse effect on the educational mission of the University. Violations of University Student Code of Conduct will be handled in accordance with the Student Code of Conduct outlined in the current Bryant University Student Handbook.

Violations of the PA Program Honor Code will not be tolerated. Students accused of engaging in non-professional behavior are subject to non-academic probation or dismissal. The student or faculty member who suspects non-professional behavior or violation of the honor code are required to notify the suspected party of the offense as well as notify the Graduate Faculty Advisory Committee (medical) of the offense. The GFAC (medical) will investigate the offense and make a recommendation to the Program Director.

The Program Director will determine if the offense should be managed by the Program or if it meets a violation of the University Code of Conduct.

If an offense meets the tenets of the University Code of Conduct, the case shall be referred to the Office of the Dean of Students. Suspected criminal activity shall also be reported to DPS. If an offense violates the PA Program Honor Code, but does not require reporting to the Dean of Students, the PA Program Director, working with the GFAC (medical) shall determine if the offense warrants probation or dismissal. A student placed on non-academic probation shall have a letter placed in their academic file and shall meet with their advisor to determine a remediation plan. If the student fails to remediate, or commits further offenses, the case shall be forwarded to the Interim Provost for a recommendation for dismissal.

A student case that warrants dismissal shall be forwarded to the Interim Provost for a recommendation for dismissal. The Provost will make the final decision based on the information provided by the PA Program and forward the signed letter back to the Program. The Letter of Dismissal shall be hand delivered to the student by the Program Director. In the event that the Letter of Dismissal cannot be hand delivered to the student, it will be mailed to the student's permanent address of record via Registered Mail. The process for appeal will be outlined within the Letter of Dismissal.

Harassment

Protection from Harassment – Policy Statement

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual

favors, and all other verbal or physical conduct of a sexual nature where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

Reporting Procedures:

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

Information, Counseling and Advocacy:

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed below:

Counseling Services: 401-232-6045

Health Services: 401-232-6220

Student Affairs: 401-232-6046

Vice President for Student Affairs/Dean of Students: 401-232-6046

Associate Vice president for Human Resources: 401-232-6011

The full policy and reporting procedures can be found in the Bryant University Student Manual and on the Bryant Website.

Informal Complaint Process:

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

Formal Complaint/Reporting Process:

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly

to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

Information Services Network Acceptable Use Policy

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. More information on Information Services Network Acceptable Use Policy can be found at http://infosec.bryant.edu/acceptable_use.html.

E-mail

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

Peer-to-Peer File Sharing

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. UNAUTHORIZED COPYING IS PROHIBITED! The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages.

Bryant.edu Domain Name

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines. Any student using the "BRYANT.EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services.

Acceptable use of E-mail

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

Student Services

Accessibility Services

Bryant University upholds the mandates of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), and the ADA Amendments Act of 2008. Students with documented disabilities may request accommodations through the Director of Accessibility Services. The request process will include completion of an online intake form, a personal intake meeting with an Accessibility Services Staff member, and a review of appropriate documentation. All requests are evaluated on a case-by-case basis with a focus on how the student's disability impacts daily living and learning at Bryant.

Accessibility Services also includes the Academic Testing Center, where students with approved accommodations or other special circumstances may take exams in a distraction-reduced space. For more information

about requesting accommodations or using the Academic Testing Center, please call 401-232-6746.

Student Success

Student Success staff engage in a partnership with students to help them achieve their academic goals. The staff includes a network of full-time and part-time professionals who work together to foster a supportive learning environment.

On Demand Student Success Workshops

Graduate students have access to the entire library of StudentLingo On Demand Student Success Workshops. These study skills workshops can be accessed at any time, from any location at www.studentlingo.com/bryant. For more information, visit the Centers for Student Success.

Writing Center

The Writing Center is available to help graduate students strengthen their writing skills. Writing specialists, professionals with an MA and/or Ph.D. in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language. To schedule a Writing Center appointment, call (401) 232-6567.

Amica Center for Career Education

The Amica Center for Career Education offers a full range of career development and planning services for all students, including graduate students. Our services include:

- Individual career coaching on all topics pertaining to choosing a major, finding an internship, applying to graduate school, or securing a full-time opportunity.
- Career planning courses to assist you with choosing a major and/or career path.
- Shadow Program, matching you with an alum for a day in the workplace.
- Alumni-student networking events in Boston, Hartford, New York City, Providence, Washington, D.C., and more.
- Campus recruiting program including the Bryant Career Connection (BCC) - the student job board for both internships and full-time opportunities.
- Two annual Career Fairs with more than 150 employers attending.
- Specialized programs, company site visits, and alumni connections.

We encourage all students to visit the Amica Center to get started with:

- Utilizing career assessment tools
- Writing a college résumé
- Creating a LinkedIn profile
- Finding an internship or job
- Learning how to leverage campus and current work life to benefit your career plan

Graduate students are welcome to use all available resources in the Amica Center for Career Education as well as participate in our events and programs.

Stop by our office, visit our website at <https://career.bryant.edu>, or call (401) 232-6090, to learn more about resources and services provided.

The opportunity to use the Amica Center for Career Education continues after graduation. Career coaching is available to alumni who are changing careers and are in need of assistance, up to five years post-graduation.

Alumni are also invited to attend the many workshops, programs, and events offered by the Amica Center for Career Education.

Student Printing Facilities

- Students can print wirelessly via their laptop to several printers located on campus.
- Printers are available in the following locations: Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistructure.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

Bryant Bookstore & Online Purchases

The Bryant University bookstore is located in the Fisher Student Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at www.efollett.com.

Campus Ministry

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Catholic, Jewish, Muslim, and Protestant chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

The Catholic Student Association meets Sundays before Mass. Hillel is Bryant's Jewish-student organization. The Awakening Crew is the Protestant student club.

Worship services are as follows: Catholic Mass is celebrated at 7 p.m. on Sunday. Islamic Services are held on Friday. Jewish Shabbat services are offered on Friday. Protestant services are held on Wednesday evenings.

Health Services

Health Services is a nurse practitioner run program that adheres to federal and state law and endorses the guidelines of the American College Health Association, the Rhode Island Department of Health and the Centers for Disease Control and Prevention.

Clinical components of Health Services include treatment of illnesses and injuries, sexual health care, laboratory services, immunizations, support services for students with physical disabilities, and referrals as appropriate. All health care and medical records are confidential, and family members are notified only in the event of a life-threatening accident or illness.

Health Services is staffed by full-time Certified Nurse Practitioners, a Registered Dietician, and a Health Promotion Coordinator. Health Services does not provide written excuses for missed classes, exams, or work, due to illnesses, nor do they provide documentation of visits to Health Services.

In the event of an emergency or when Health Services is closed, emergency medical technicians (EMTs) are available through the Department of Public Safety at 401-232-6001.

Security/Public Safety ID and Parking Sticker Policy

Bryant's campus is a secure place to live. Public Safety officers are on duty 24 hours a day, seven days a week. Residence hall exterior doors are locked 24 hours a day, only accessible to students. Individual key locks are on the door of each room. Visitors are checked in on weeknights and throughout the weekend.

All students are required to have a current parking sticker and student photo ID. IDs may be obtained on the second floor of the Fisher Student Center. To obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232- 6001 for more information.

Course Descriptions Accounting (ACG)

Courses

ACG 515. Preparing for MSA Success. 0 Credit Hours.

This course is designed to provide entering MSA students with the skills necessary to be successful in a graduate accounting program. Emphasis is placed on the use and applicability of case analysis. Students will garner an understanding of the use of the critical expectations of a graduate level program.

ACG 602. Advanced Assurance and Professional Oversight. 3 Credit Hours.

This course is designed to provide students with more in-depth knowledge of advanced audit and assurance topics. Emphasis will be placed on the varying roles the AICPA, SEC, and PCAOB play in the governance and oversight structure of the public accounting profession. The application of judgment in various auditing contexts will also be stressed through case analysis.

Prerequisites: Auditing Concepts, or equivalent.

ACG 603. Corporate Governance in the 21st Century. 3 Credit Hours.

Corporate governance of a large company is complex, involves many stakeholders, and often subject to laws and regulations of many jurisdictions. In 2002, the United States Congress passed Sarbanes-Oxley Act - a substantial change in laws governing the capital markets since 1934. This law plays a mitigating role between laws and ethics of corporate governance. The corporate governance issues are also impacted by globalization of business (e.g., International Financial Reporting Standards, IFRS and globalization of capital markets) and applications of information technology in the corporate reporting supply chain such as XBRL. The course addresses these topics and their roles in shaping compliance with corporate governance rules and regulations in the global economy.

ACG 607. Accounting Project Design and Analysis. 3 Credit Hours.

This course leverages the technical skills gained through the various undergraduate accounting and business courses and the development of a new, project- level approach. Students will learn to evaluate, analyze and apply project management principles to relevant accounting projects and engagements.

ACG 608. Accounting Analytics. 3 Credit Hours.

This course covers the analysis of data as it pertains to accounting professionals. The focuses include analytic techniques for decision making and the examination of "big data" involving accounting information. Hands-on experiences will develop skills with select software tools used in data analytics for accounting professionals. This is not a computer-skills course. However, it does require extensive use of the computer as a tool. To accomplish the objectives of this course, students will spend a significant portion of their time both in and out of the class learning and using business intelligence software packages. All of the class assignments will involve the use of the computer in one way or another.

Prerequisites: ACG 345 and ACG 442.

ACG 609. Accounting Theory. 3 Credit Hours.

To fully understand the process and products of financial accounting, one needs to understand the underlying concepts and choices that were made in arriving at currently accepted standards. The purpose of this course is to understand the role of accounting theory in setting accounting standards and to explore possible alternatives and the implications of those alternatives on policy and decision makers. In this course we will examine the nuances of the commonly used terms, along with the choices available to standard setters and the rationale for the existing accounting standards. Topics of discussion will include the development of accounting theory and international accounting theory. We will also look closely at the recognition of income, and the balance sheet accounts. The course will have a research component using FARS.

ACG 620. Analysis of Multinational Accounting. 3 Credit Hours.

Students will analyze and evaluate the external and internal reporting problems associated with multinational business entities. This course includes an overview of the institutional structures that have evolved in response to international accounting problems; a review of relevant literature in the field; the development of analytical skills for addressing international accounting policy issues, and site visits as situations merit.

ACG 622. Research, Communication and Analysis. 3 Credit Hours.

This course introduces students to accounting, audit, tax and other financial databases used for professional research. Students will begin developing the skills necessary to conduct appropriate professional research, evaluate and analyze it, and produce organized and effective piece of oral or written communication. This course also analyzes the unique characteristics of business communication. Students use their knowledge to create several pieces of standard written business correspondence using appropriate supporting technology. Oral communication is studied with an emphasis on planning and presentation in different business settings.

ACG 623. Analysis of Management Control Systems. 3 Credit Hours.

This case-oriented course focuses on "management control, or" the process by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of an organization's goals and objectives". The course is designed to allow students to gain knowledge, insights, and analytical skills that are related to how an organization's managers go about designing, implementing, and using planning and control systems to accomplish an organization's goals and objectives. Roughly equal emphasis is given to: (1) evaluation and analysis of the techniques of the management control process (e.g., transfer pricing, budget preparation, management compensation); and (2) the behavioral considerations involved in the use of these techniques (e.g., motivation, goal congruence, relative roles of supervisors and subordinates).

ACG 624. Analysis of Income Tax Accounting. 3 Credit Hours.

This course provides students not intending to pursue careers as tax professionals an understanding of corporate taxation and the ability to evaluate, analyze and apply the financial accounting standards relating to income tax. The course highlights areas (income, deduction, gain, loss, and credit) where financial accounting and tax accounting differ. Topics include current and deferred tax expense and benefit, temporary differences, carry forwards, deferred tax assets and liabilities, valuation allowances, business combinations, investment in subsidiaries and equity method investments, tax allocations, presentation and disclosure, and implementation of accounting for uncertain tax positions. Note that the Analysis of Multinational Accounting course will also coordinate with the Graduate Programs Office to include a travel component where possible.

ACG 625. Analysis of Governmental Accounting. 3 Credit Hours.

This course analyzes accounting problems and procedures pertaining to federal, state, and local governments. Common financial and fund accounting principles, including those peculiar to funded activities will be compared and evaluated.

ACG 691. Directed Independent Study in Accounting. 3 Credit Hours.

The course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and student will develop an academic plan that is submitted to the College of Business Graduate Program office for final approval.

Actuarial Mathematics (AM)

Courses

AM 540. Actuarial Mathematical Models and Stochastic Calculus. 3 Credit Hours.

The primary goal of this course is to provide the student a background in the mathematics of stochastic processes, risk, and financial economics as it relates to actuarial models. The underlying foundation of this course is the mathematics and economics of the pricing of financial options. As part of providing the framework for this field of study, advanced concepts such as Brownian Motion, the Black-Scholes Model, and the modeling of stochastic interest rates will be investigated. Taking this course will make it possible for the student to prepare for Society of Actuaries Exam MFE and the Casualty Actuarial Society Exam 3F.
Prerequisites: AM 342 or FIN 465.

Applied Analytics (AA)

Courses

AA 630. Data Management for Analytics. 3 Credit Hours.

This course is an introduction to the principles and techniques for acquisition and preparation of data used for analysis and modeling. The first component of the course uses Python to perform simple statistical analysis, prepare data for modeling, and create basic visualizations from the data. The second component of the course shows how data is stored, accessed, manipulated in database systems using SQL. Students finish the course through the completion of a major project based on a large realistic dataset.

AA 640. Data Visualization and Text Mining. 3 Credit Hours.

The purpose of this course is to expose students to text mining techniques using unstructured data. Students will understand the challenges of working with unstructured data such as text and images. The second half of the course focuses on data visualizations and the techniques to implement efficient and effective visualizations. The challenges of storytelling through the use of visualizations will be emphasized.

AA 645. Data Mining and Predictive Analytics. 3 Credit Hours.

This course provides a broad understanding of the role of predictive analytics for decision-making in different application domains. Students will be exposed to a number of predictive analytics techniques originated in related fields of statistics, machine learning, and artificial intelligence. Techniques covered will include statistical techniques such as linear and logistic regression, classification techniques such as decision trees and random forests and boosted trees, association analysis techniques such as market basket analysis, and cluster analysis techniques such as K-means and hierarchical clustering. Applications of each of the techniques for decision-making applications will be emphasized. Various tools including Python, Excel, and Tableau will be used throughout the course. Other tools may be introduced as needed.

Prerequisites: AA630, AA640

Session Cycle: Summer

Yearly Cycle: Annual.

AA 651. Analytics Capstone. 3 Credit Hours.

The Analytics Capstone course provides students with the opportunity to apply the knowledge and skills that they have acquired to realistic problems that involve large data sets. The course will revolve around a project based on a data set from a business partner of Bryant University that will provide real data and define a typical decision set that can be solved using the data. Students will present the results of their analysis and recommendations to other students in the class and if appropriate to the client. Students are expected to create a professional presentation of their work and to deliver it confidently. The project will consist of multiple predictive models to assist the client that will be developed using Python. Multiple predictive modeling techniques learned in prior classes will be used.

Prerequisites: AA 630, AA 640, AA645.

AA 691. Directed Independent Study in Applied Analytics. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interest of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Communication (COM)

Courses

COM 603. Health Communication. 3 Credit Hours.

The overall goal of this class is to provide a foundation of relevant theories, research, practices, campaign processes, and current issues related to Health Communication. Health communicators, as translators, depend upon existing policy and knowledge about health and healthcare to guide activities, and identify gaps between policy and practice. The ethical dilemmas that arise in decisions about planning, implementing, and evaluating communication in health will be introduced and applied to research, and practice. Finally, community-based health campaigns/issues target multiple audiences, use multiple communication channels, and target multiple health-related outcomes. A community-based approach to health communication will also be examined to illustrate why it has come to be viewed as an integral component of health promotion and health-care activities.

COM 604. Sports Communication. 3 Credit Hours.

Athletics and the athletic industry are unique in their organization, culture, and goals/outcomes. Creating effective team structures, media relations, image creation to the public, communication about sports, sponsor coordination, and campaign creation are some of the topics that will be focused upon. Factors that impact these areas, as well as how to effectively manage and create messages surrounding successful execution, will be stressed.

COM 610. Conflict and Negotiation. 3 Credit Hours.

Conflict is an ever-present component of any decision-making environment. By surveying relevant theory and research— as well as applying the principles of such theory and research in actual simulations and case studies—students will (a) understand the multiple roles that communication plays in the processes of conflict management, negotiation, and mediation in organizations, (b) explore the elements and processes of negotiation and mediation, and (c) develop alternative models, theories, and ways of thinking about conflict and dispute management.

COM 612. Campaign Design and Public Outreach. 3 Credit Hours.

This course is designed to provide students with an understanding of the principles and practices of campaign design and marketing to various publics. Students will be provided with an understanding of the key concepts in areas such as social marketing and conceptual frameworks such as how to segment, influence and reach target audiences. As part of this course, we will focus on programs and campaigns as part of gaining an understanding of the benefits of using commercial advertising principles to create messages and materials for social behavior change initiatives.

COM 613. Persuasion, and Social Influence. 3 Credit Hours.

This course will examine research developments in persuasion and social influence, considering their implications for designing messages, as well as choosing the most effective formats and ways of distributing those messages. Special attention will be paid to understanding the impact that message design has on observable outcomes in a variety of contexts. Specifically, how theories help to explain, predict, describe, and may be used to contribute to the outcomes associated with the design of various messages, the use of particular sources, and the selection of different channels to disseminate the messages.

COM 614. Role of the Spokesperson. 3 Credit Hours.

A spokesperson serves as the connection between an organization and its public. Effectively communicating a variety of topics and goals hinges on the spokesperson's ability to not only adapt messages effectively to specific audiences, but also to be able to deliver them professionally and appropriately. This course examines the verbal and nonverbal communication factors that can impact this process. Additionally, concepts such as emotional intelligence, message diversification, and message construction (length of message, word choice, use of humor, metaphors, etc.) will be examined.

COM 615. Designing Messages for Diverse Audiences. 3 Credit Hours.

As Martin and Nakayama (2009) note, "We live in a rapidly changing world in which intercultural contact will continue to increase, creating a heightened potential for both conflict and cooperation." This class is designed to explore the theory and research explicating the challenges and benefits of living in a multicultural world. In particular, it is concerned with cultural diversity and with understanding and identifying the problems that occur when persons from different cultures engage in face-to-face communication. Cross-cultural communication and cultural competence are becoming important skills not only in interacting with others, but also in helping to define individual identities. This course will focus on how Culture and context impact a variety of individual, relational and societal issues.

COM 618. Risk and Crisis Communication. 3 Credit Hours.

The need to assess, understand and implement an effective communication strategy following a crisis or risk event is becoming increasingly important. Whether dealing with the fallout from an environmental disaster, warning the public about a health hazard, interacting with the public on issues of terrorism, dealing with fallout from a public scandal, or addressing an organizational crisis, the need for effective communication management and its successful implementation is high. This course examines all aspects of the risk communication process, crisis planning, and public implementation.

COM 620. Message Design for Digital Media. 3 Credit Hours.

This course will focus on the digital, mobile, and social media aspects of communication. Students will examine how the technologies utilized in communities as well as industry have impacted interactions and led to a digital culture. The focus will be on humans both as consumers and creators, deciphering factors that impact both message creation and message interpretation. Understanding all of these factors will allow individuals to manage and create more effective and targeted digital communication with specific audiences to achieve desired outcomes.

COM 631. Scientific and Technical Communication. 3 Credit Hours.

This course focuses on how information from scientific and technical disciplines can be packaged and presented to the public at large. Specific focus is spent on how information that is often highly complex and reliant on very specific knowledge bases, can be translated to audiences who do not possess experience or background knowledge in these areas. Complex processes, data analytics, scientific concepts, health diagnoses, technological terminology, etc. often impact the world in which individuals operate. Making sure those individuals not only understand but can act on such information is of key importance.

Finance (FIN)

Courses

FIN 501. Programming in Finance. 3 Credit Hours.

This course serves as an introduction to many aspects of Python programming, specifically as it applies to financial applications. Topics include data management, matrix operation, optimization, simulation, linear regression, portfolio management, time-series analysis, and textual analysis. Students will become familiar with and use Python to analyze and manipulate data and accomplish tasks with various financial topics. Prerequisites: Students need to have a basic understanding of time value of money calculation, valuation of financial assets, and portfolio theory

Corequisites: MBA 524

Session Cycle: Every Spring Semester.

FIN 502. Fintech and Blockchain for Finance. 3 Credit Hours.

New technological innovations are fundamentally transforming the financial industry. This course introduces students to the different ways in which new technologies have led to material changes in business models, products, and customer user interface. The course will explore the application of AI, deep learning, and open APIs in various sectors of finance like payments, credits, trading and risk management. The course will then shift focus towards cutting-edge topics including blockchain, cryptofinance and smart contracts, mobile payments, and applications of blockchains. Along the way the course will focus on the market regulations, security compliance and changes in law needed in this rapidly changing business environment.

Prerequisites: MBA 524

Session Cycle: Every Spring.

FIN 503. Fintech and Digital Innovation Fund. 3 Credit Hours.

This course will focus on two main components to provide students with a deeper understanding of Fintech, Blockchain, and the investment world. The first component will explore the impact of Fintech on different parts of the financial market through the analysis of various case studies. The case studies will cover topics such as Payment, Credit and Lending, Trading, Risk management, Insurtech. In the second component, students will also act as fintech security analysts and manage a portfolio of fintech firms funded by Bryant Alumni in the industry.

Prerequisites: FIN 502

Session Cycle: Every Summer.

FIN 691. Directed Independent Study in Finance. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Global Finance (GFIN)

Courses

GFIN 601. Global Financial Management. 3 Credit Hours.

This course deals with the theories and principles of global management. It develops a framework for evaluating the opportunities, costs, and risks of operating in the global markets for goods, services, and financial assets. Topics include the rationale for hedging currency risk, treasury management of international transactions, managing transaction exposure to currency risk, managing operating exposure to currency risk, foreign market entry and country risk management, multinational capital budgeting, multinational capital structure and cost of capital, and corporate governance. Students will explore global financial management by analyzing case studies and preparing a country analysis report for market entry.

GFIN 691. Directed Independent Study in Global Finance. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Global Studies (GLOB)

Courses

GLOB 597. Directed Graduate Study in Global Studies. 3 Credit Hours.

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member global studies faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of instructor is required.

Global Supply Chain Management (GSCM)

Courses

GSCM 601. Corporate Social Responsibility in Global Supply Chain Management. 3 Credit Hours.

This course will focus on the strategic impact of corporate social responsibility on the global supply chain. The goals of this course are to provide students with an in-depth knowledge of the various types of supply chain events that are connected to corporate social responsibility and the strategic best practices to mitigate these events. Lectures will provide a theoretical basis and illustrate the practical application of concepts. Cases, articles from academic journals, short videos, assignments, and one exam will be utilized to reinforce the subject matter and provide a variety of learning modes.

GSCM 603. Advanced Supply Chain Integration. 3 Credit Hours.

A key challenge to successful supply chain management is coordination of activities across the supply chain. This course will provide strategies for supply chain design by identifying the appropriate level of integration and coordination to improve the long-term performance of the individual companies and the supply chain as a whole. Topics include demand forecasting, integrated business management (sales and operations planning), demand management and CPFR, demand planning, and relationship management. Hands-on learning will take place within a global supply chain management simulation.

GSCM 604. Logistics of International Trade. 3 Credit Hours.

This course provides basic preparation in transportation economics and management as well as international transport and logistics. This course provides basic knowledge of import and export requirements for making contracts, payments, insurance, managing risk, arranging transportation, dealing with customs, and international trade law and theory. The course is taught in two modules: International Transport and Logistics, and Logistics Analysis. Attention is given to how transportation pricing and tradeoffs work, shipper and carrier strategies, and logistics processes for moving goods and people internationally. Students will quantitatively develop and assess strategies for transportation and network planning, inventory decision making, facility location planning, and vehicle routing. The course objectives are based on a partial list of the exam requirements for the Certification in Transportation and Logistics (CTL) professional credential offered by America's oldest logistics profession organization, The American Society of Transportation and Logistics (AST&L).
Prerequisites: MBA526.

GSCM 691. Directed Independent Study in Global Supply Chain Management. 3 Credit Hours.

The course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate studies, the faculty member and student will develop an academic plan that is submitted to the director of the College of Business for final approval.

History (HIS)

Courses

HIS 563. The United States in the 1970s and 1980s. 3 Credit Hours.

This course explores the major political, social, cultural, and economic shifts in American life during the 1970s and the 1980s. Special areas of focus include the ascendancy of conservatism, the retreat of liberalism, rising economic inequality, women's and gay liberation, the expanding role of the media in American politics, the veneration of corporate America, and expressions of such in the era's popular culture. The relationship of popular history and collective memory with "objective" historical analysis constitutes another area of emphasis.

Prerequisites: This course is a 500 level graduate content course. Permission of the instructor is required

Session Cycle: Spring

Yearly Cycle: Annual.

HIS 564. United States and China, 1931-1945. 3 Credit Hours.

This course examines the cultural, political, and military dimensions of the complicated wartime alliance between the United States and China during the World War II era. It focuses on the period from the Japanese invasion of Manchuria in September 1931 until early 1950 when the Chinese government seized the U.S. consulate in Beijing after the United States refused to recognize the People's Republic of China. Students explore both primary and secondary sources as they untangle the multifaceted relationship between the United States and China during this critical era in history. The course also examines how and why a major wartime ally became a major adversary during much of the Cold War era. This course is a 500 level graduate course. Permission of the instructor is required.

HIS 597. Directed Graduate Study in History. 3 Credit Hours.

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the history faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of the instructor is required.

International Business (IB)

Courses

IB 601. International Business Management. 3 Credit Hours.

This course is designed to survey, analyze and appreciate the opportunities and challenges surrounding an international business environment. It focuses on the importance of cultural dynamics as well as legal, political, geographic, and environmental factors. Theories, information and research findings which are useful in understanding different aspects of managing multinational operations are discussed. It will provide a foundation for students interested in exploring career opportunities in international business.

IB 602. Global Human Resource Management. 3 Credit Hours.

This course addresses the human side of management, with emphasis on what makes a manager effective in a global business environment. Readings, case analysis, experiential exercises, and intensive discussion build students' understanding and management skills. The course explores basic issues in management and special circumstances that arise when management must reach across cultural and national boundaries. The course focuses on three inter-related skill sets. The first is making good decisions; many managers rely on intuition to make decisions. We discuss the pros and cons of intuition, and ways to benefit from intuition without succumbing to the pitfalls. We also discuss ethical management, with attention to ethics in a global business context. The second skill set includes skills and knowledge needed to manage people and relationships. An effective manager is an able negotiator, knows how to successfully navigate the network of informal relationships, and understands what motivates people. The third skill set involves understanding teams and organizations, and how effective organizational change can be designed and implemented. This skill set requires knowledge of organizational design, team dynamics, positive and negative influences on learning and change, and power and politics in organizations.

IB 603. International Marketing. 3 Credit Hours.

This course provides managerial orientation to the topic of global marketing in today's complex, rapidly changing international business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e. customer, competitor and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the international arena. The major tactics/ tools used by global marketers to facilitate the management of their international marketing plans (i.e. product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

IB 691. Directed Independent Study in International Business. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Legal Studies (LGLS)

Courses

LGLS 543. Legal Ethics. 3 Credit Hours.

Thinking deeply about the nature of "the Good" is the starting point for investigating the purposes of law. To This end, Legal Ethics introduces the student to the leading ethical systems that have guided human thought about the Good. Using examples from both U.S. and international law, the course helps the student to integrate an understanding of ethical systems and theories of moral development into the study of law broadly considered. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Annual.

LGLS 597. Directed Graduate Study in Legal Studies. 3 Credit Hours.

This course is an opportunity to do independent, in-depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the Legal Studies faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of instructor is required.

Literary and Cultural Studies (LCS)

Courses

LCS 541. Film Theory. 3 Credit Hours.

This is a course in film theory, which approaches film as both an art form and a social practice. It provides an opportunity to learn film theory, hone skills of visual analysis, and to develop understanding of the social, cultural and political contexts of film and visual culture. It focuses on the production of rich and lucid analyses of film text through a mix of writing and classroom presentations. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Annual.

LCS 568. Comics and Graphic Novels. 3 Credit Hours.

This course provides an overview of the history of comics and the critical conventions associated with what is now termed "the graphic novel." Graduate students are responsible for creating and implementing a lesson plan, and completing a research paper at the end of the course.

LCS 569. Political Satire. 3 Credit Hours.

This course examines the place of political satire within contemporary culture. It focuses on a wide variety of satiric texts on television, in film, on stage, online, and in print. The course also explores contentious questions about satire, including whether it contributes to political understanding and engagement or merely circulates cynical withdrawal. Students will contemplate why satirical material is so popular right now, and, ultimately, what this tells us about the current state of politics, citizenship and debate. This is a 500 level graduate course and permission of the instructor is required.

LCS 697. Graduate Directed Study in English and Cultural Studies. 3 Credit Hours.

This course is an opportunity for graduate students to pursue independent, advanced, in-depth study or research for academic credit. The student works on an individual basis under the direction of a faculty member of the English and Cultural Studies department. The proposed Directed Study must be approved by both the Graduate Advisor and the Department Chair.

Management (MGT)

Courses

MGT 691. Directed Independent Study in Management. 3 Credit Hours.

This course is designed to allow an individual academic to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Marketing (MKT)

Courses

MKT 691. Directed Independent Study in Marketing. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student the faculty member will develop an academic plan that is submitted to the College of Business for final approval.

Master of Business Admin. (MBA)

Courses

MBA 506. Microeconomics for Business. 0 Credit Hours.

This course serves as a pre-requisite to all on-campus MBA programs for students that do not have sufficient background in the subject. The course provides an overview of microeconomics with an emphasis on understanding key concepts and principles used in business management today. The objective of the course is to teach students how to analyze an organization's performance by applying economic analysis to an array of business situations.

MBA 507. Macroeconomics for Business. 0 Credit Hours.

This course serves as a pre-requisite to all on-campus MBA programs for students that do not have sufficient background in the subject. The course provides an overview of macroeconomics with an emphasis on understanding key concepts and principles used in business management today. The objective of the course is to examine the economy in the long run (when prices are flexible) before examining the economy in the short run (when prices are sticky).

MBA 508. Statistics for Business. 0 Credit Hours.

This course serves as a pre-requisite to all on-campus MBA programs for students that do not have sufficient background in the subject. The course provides a basic background in statistics for students without prior knowledge of statistical analysis and important mathematical ratios which will be utilized throughout the MBA program.

MBA 509. Accounting for Business. 0 Credit Hours.

This course serves as a pre-requisite to all on-campus MBA programs for students that do not have sufficient background in the subject.

The course provides an overview of accounting with an emphasis on understanding key concepts and principles used in business management today. The objective of the course is to teach students how to analyze an organization's performance by applying accounting principles to an array of business situations.

MBA 514. Finance for Business. 0 Credit Hours.

This course serves as a pre-requisite to all on-campus MBA programs for students that do not have sufficient background in the subject.

The course provides an overview of finance with an emphasis on understanding key concepts and principles used in business management today. The objective of the course is to teach students how to analyze an organization's performance by applying finance principles to an array of business situations.

MBA 515. Management Concepts and Skills. 1 Credit Hour.

This course provides all entering MBA students with a foundation of key management perspectives and skills that will heighten student opportunity for successful program completion. During an intensive, multi-day course, MBA students will be exposed to and participate in instructional sessions addressing technology, research resources, team-building, leadership, communication skills, and case analysis exercises.

MBA 520. Managing Corporate Enterprise. 3 Credit Hours.

Successful management of a corporate enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. The course will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries.

MBA 521. Leading Effective Organizations. 3 Credit Hours.

This course emphasizes the importance of understanding the diverse ways that people interpret and respond to situations, emphasizing the complexity of organizational problems, especially in project-oriented, team-based environments. It discusses ways to align individual behavior with the organizations mission and objectives and encourages decision making that is consistent with established models of effective leadership and standards of ethical behavior. It equires students to create personal leadership development profiles and self-improvement plans for their professional practice to aid in the career development.

MBA 522. Reporting and Controlling Resources. 3 Credit Hours.

This course emphasizes the role of accounting in controlling the operations of an organization and the relationship between cost, profits and volume, decision making techniques using accounting data, and the use of programmed budgets as a control mechanism.

MBA 523. Managing Information Resources. 3 Credit Hours.

This course emphasizes knowledgeable and effective use of information systems, IS decision making, knowledge management, and information systems as an element of corporate strategy development.

MBA 524. Managing Financial Resources. 3 Credit Hours.

This course emphasizes the tools and techniques necessary for sound financial decision making including the time value of money, risk and return, capital budgeting, working capital management, and acquisition of long-term capital.

MBA 525. Marketing for Competitive Advantage. 3 Credit Hours.

This course emphasizes markets, innovation and opportunities, consumer characteristics affecting demand, marketing institutions, ethics and government business relations, product planning and pricing problems, distribution channels, promotion, and competitive strategy.

MBA 526. Value Formation Through Operations. 3 Credit Hours.

This course emphasizes the theories and techniques used to manage world class operations for competitive advantage including: operations strategy, process design, quality, inventory control, and project management.

MBA 528. Global Immersion Experience. 3 Credit Hours.

The Global Immersion Experience has been designed to embed the knowledge and skills needed for today's managers to operate effectively in a globalized world. The course typically encourages students to explore a given country or region in depth and in the process become aware of the economic opportunities and pitfalls in doing business in that country/region. Students will be able to take this experience and apply it to a different country. An important aspect of GIE is a student project with an overseas firm in the destination country that builds on the first semester of academic study covering areas of strategy/ leadership, supply chain management and accounting/finance. The Global Immersion Experience is required for the One Year MBA program and optional but highly recommended for the Two Year MBA. While class meetings for MBA 528 begin in the fall term, the GIE takes place during the winter term and entails travelling to a foreign country for approximately ten days.

MBA 621. Business Consulting. 3 Credit Hours.

The central idea is that consulting services, both internal and external to business organizations are useful, are in high demand, and are lucrative. The course is intended for students who wish to understand and use consulting principles and practices for competitive advantage, whether as an intrapreneur, entrepreneur, or a traditional consultant. The course introduces the taxonomy and nature of consulting, provider models and business forms such as feasibility studies, proposals, contracts, reports, and billing practices. It includes the strategic application of technology for improved productivity and performance. It helps students to understand and apply methods of thinking, process analysis, client relations, and reporting that are essential to effective consulting.

MBA 641. Long Term Career Planning. 1 Credit Hour.**MBA 645. MBA Business Practicum. 3 Credit Hours.**

Students will work with a corporation or non-profit organization to develop and implement solutions to business problems or plans to exploit business opportunities. Teams will work closely with company executives to develop a project that adds value to the firm and provides students with hands-on experience working with a company.

MBA 651. Mastering Strategic Analysis. 3 Credit Hours.

This MBA Capstone course emphasizes managerial decision-making that involves all aspects of a firm and crosses all functional lines, focusing on the integration of acquired knowledge for strategy development.

MBA 691. Directed Independent Study in Business. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

Online Master of Business Administration (MBAO)

Courses

MBAO 551. Managerial Economics and Data Analysis. 3 Credit Hours.

In this course, you will explore both micro and macroeconomics and data analysis at a managerial level used in business management today. You will learn to define and interpret concepts such as opportunity cost, elasticity, utility maximizing, and market equilibrium. You will gain a way of understanding the long-term forces that drive the economy and shape the business environment. By the end of this course, you will be able to analyze the core issues in economics, evaluate the effects of internal and external factors on economic issues, employ models to perform economic analysis, apply theory using real world examples, and identify, explain, and compare major economic indicators and apply them to real world applications. Students will also employ regression models to conduct data analysis: applies econometric methods in a business context in order to address managerial questions and help make evidence based decisions.

MBAO 552. Principles of Management. 3 Credit Hours.

This course is designed to help you develop the managerial decision-making skills that are essential for career advancement as well as success in your personal life. To ensure relevance, you will be encouraged to focus on issues that are personally pertinent to your particular career stage. Managers work in a myriad of different contexts around the globe. Through case studies, exercises, and reflective experiences, we will explore how differences in national/regional cultures affect managerial practice as well as how organizational size, age, and status tend to influence organization culture and thereby expectations about what it means to be an "effective" manager.

MBAO 558. Strategic Marketing. 3 Credit Hours.

MBAO 558 provides a conceptual framework for marketing, and explores the challenges involved in using marketing to address the problems of an organization in a dynamic political, economic, social, and technological environment. You will examine a range of marketing problems drawn from both consumer and business markets. By the end of this course, you will be able to explain the marketing management process and consumer behavior, discuss appropriate marketing strategies to succeed in a competitive landscape, describe the importance of marketing research, segmentation, targeting, and positioning, analyze and evaluate the challenges involved in developing new product offerings and the difference between marketing tangible goods and services, and develop, design, and manage pricing strategies, programs, integrated marketing channels, communications, and marketing initiatives in a global context.

MBAO 559. Global Business. 3 Credit Hours.

This course examines the implications of globalization and focuses on the analysis of strategic challenges facing business enterprises in a global environment. The transformation of the world economy has created a need for individuals with a global perspective, multifunctional expertise, and the ability to acquire new knowledge and skills as needed to meet the challenges of continuously changing business conditions. The purpose of this course is to introduce you to the role of the "strategic manager" and to develop the necessary knowledge and critical thinking skills to analyze multinational enterprises (MNEs) and formulate global strategy effectively.

MBAO 560. Organizational and Strategic Leadership. 3 Credit Hours.

This course deals with the messiness of real life! The world of modern organizations is highly uncertain. It is filled with contradictions, ambiguities, and imperfections. Events, people or systems do not act in ways that we like. In fact, they may appear irrational to an untrained observer (they may even be irrational based on traditional norms or rationality). It does not matter if you are working for a major corporation, governmental agency or not-for-profit organization. This is the situation facing most leaders in a global economy.

MBAO 561. Entrepreneurial Leadership. 3 Credit Hours.

Entrepreneurial Leadership is not simply a concept to be mastered and applied to tech innovators bent on building the next great world changing business. The skills, temperament, attitudes, techniques, theories and philosophies can and should be practiced across all levels of any organization. Startup and small companies clearly benefit from a dynamic and often visionary leader. It is often through the sheer will of the entrepreneur in these companies that the vision becomes a reality and hopefully a commercial or social success. Larger and more established organizations run the risk of becoming stagnant and complacent. In the extreme they become irrelevant and eventually go out of business. By learning to apply many of the same concepts and skills, often using different implementation techniques, you can develop the expertise to promote an entrepreneurial culture in any organization.

MBAO 563. Leadership Capstone. 3 Credit Hours.

Why are some firms more successful than others? This is the fundamental question that we will tackle in this course. Successful management of an enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. We will take the perspective of the senior leader, learning how to assess the external environment, as well as the firm's internal resources and capabilities, so as to create a successful strategy. We will learn how the leader makes the parts of the firm (functional areas, product lines, and/or geographic units) work in harmony to support the strategy and create a whole which is greater than the sum of its parts. Throughout the course, we will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries.

MBAO 565. Innovative Healthcare Leadership and Design Thinking. 3 Credit Hours.

In this hands-on course you will learn and apply the design thinking process to the healthcare industry while developing an understanding of the psychological principles that underlie innovative thinking, problem-solving, and human behavior. Leading innovation will require you to lead by example, starting by gaining empathy and asking questions rather than making unilateral decisions. In this course, you will learn about and practice design thinking skills through a variety of methods, exploring healthcare innovations such as those developed in response to COVID-19. Upon completion of this course, you will be able to evaluate the strategic reasons for incorporating human-centered design within your organization's existing practices, implement the phases of the design thinking process, analyze how human-centered design creates transformational opportunities, and cultivate effective strategies for building commitment toward innovative practices by identifying drivers for change and anticipating resistors.

MBAO 566. Innovative Practice Management. 3 Credit Hours.

In this dynamic course you will learn alongside your classmates and a variety of guest lecturers as we examine the complex nature of running a modern healthcare practice. You will build your knowledge in several key areas that leaders in healthcare need to understand in order to position their organizations for success. Additionally, you will review, finalize, and submit your Healthcare Leadership Project.

Prerequisites: MBAO 550.

MBAO 567. Healthcare Law and Ethics. 3 Credit Hours.

In this course, you will explore the philosophical, medical, social, and legal aspects of bioethical issues in healthcare, and learn how to create and maintain a risk management program designed to provide a safe environment for your healthcare-related organization. Healthcare leaders need to understand the multiple influences on decisions faced by patients, families, health care providers, manufacturers, insurers and organizations. Influencing factors include culture, education, religion, personal and family values, and individual experience. As healthcare has become more highly technical, compartmentalized and impersonal, many ethical considerations are increasingly complex and may be difficult to resolve. In this course, a plethora of case studies are used to explore current issues at the forefront as well as dilemmas raised by class participants in real time.

Prerequisites: MBAO 550.

MBAO 568. Business of Healthcare. 3 Credit Hours.

Managers need to have a solid working knowledge of the financial performance of their business. Regardless of performance, employees wonder about the company's financial strength. "Should I look for another job?", "Will the company be here?", or "everything looks great, let's keep investing". Planning becomes increasingly important. Not only as an exercise about how to deploy scarce resources, but it needs to tell a compelling story of why customers, investors and employees should believe in the business venture.

Prerequisites: MBAO 550.

MBAO 571. Fundamentals of Accounting. 3 Credit Hours.

This course will provide you with a fundamental understanding of professional accounting theory and practice through a review of the accounting cycle and important accounting equations and financial statements. You will explore the importance and application of internal controls, financial performance calculations, cost-volume-profit analysis, and cost estimation. As a result, you will be able to apply fundamental accounting intelligence to business applications.

MBAO 572. Fundamentals of Finance. 3 Credit Hours.

This course introduces an understanding of the functions carried out by the financial manager of an organization with an emphasis on the tools and techniques necessary for sound financial decision making. Topics covered include discounted cash flow analysis, capital budgeting, valuation of stocks and bonds, investment decisions under uncertainty and capital asset pricing. Long-term investment analysis, financing techniques and the management of working capital will also be explored to gain insight into the responsibilities of the financial manager.

MBAO 573. Information Resources Management and Business Analytics. 3 Credit Hours.

This course serves as an introduction to the field of business analytics: the skills, technologies, applications and practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning. You will be exposed to the concepts and tools of analytics, including sampling, testing, confidence, exploration, descriptive statistics, data visualization, predictive analytics, as well as supervised and unsupervised machine learning techniques.

By the end of this course, you will be able to manage data and apply analytical techniques to make better decisions, solve business analytics problems by applying several quantitative methods, apply descriptive statistics to improve organizational performance, apply, analyze, and evaluate predictive analytics to mitigate risk and increase the probability of organizational success, and create data visualizations to depict quantitative and qualitative insights.

Master of Science in Business Analytic (MSBA)

MSBA 515. Preparing for MSBA Success. 0 Credit Hours.

This course is designed to provide entering MSBA students with the skills necessary to be successful in a graduate data science program. Students will garner an understanding of the use of the critical expectations of a graduate level program.

MSBA 610. Times Ser. Analy Opt Bus Dec. 3 Credit Hours.

In this course, students will become familiar with modern data analytics methods to understand, analyze, and suggest solutions to business problems. Specifically, this course will provide an overview of time series, forecasting, and optimization techniques. This course will introduce students to a general class of models that can be used to represent time series data and investigate common time series modeling and forecasting methodologies. In addition, students will be introduced to optimization techniques including linear and non-linear programming methods. The course will equip students with a sound foundation in model building for a variety of business decision-making applications. In particular, this hands-on-the-data course offers an introduction to quantitative methods and prepares students to turn real-world problems into mathematical models. The application areas are diverse and originate from problems in finance, government, marketing, transportation, management, accounting, human resources, and healthcare.

Session Cycle: Summer Term 1

Yearly Cycle: Yearly.

MSBA 620. Marketing Analytics. 3 Credit Hours.

This course will provide students with an introduction to marketing analytics. Students will study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis. Students will apply the tools such as Excel, R, and Tableau studied to actual marketing business situations. Students will have hands-on experience of data analysis.

Prerequisites: ISA 510

Session Cycle: Spring

Yearly Cycle: Yearly.

MSBA 630. Business Strategy and Analysis. 3 Credit Hours.

This course explores the role of analytics and business intelligence in an organization's evaluation of the strategic environment, the application of strategic frameworks to formulate a strategy, and the implementation of that strategy. The course will give students a thorough understanding of the interplay between analytics and strategic considerations in an organization. More specifically, students will learn the practical application of analytics to formulate an organization's strategy and reversely the influence of the organization's strategy to the nature of the analytics within the organization.

MSBA 640. Business Analytics Capstone. 3 Credit Hours.

The Analytics Capstone course provides students with the opportunity to apply the knowledge and skills that they have acquired to realistic problems that involve large data sets. The course will revolve around a project based on a data set from a business partner of Bryant University that will provide real data and define a typical decision set that can be solved using the data. Students will present the results of their analysis and recommendations to other students in the class and if appropriate to the client. Students are expected to create a professional presentation of their work and to deliver it confidently. The project will consist of multiple predictive models to assist the client that will be developed using Python. Multiple predictive modeling techniques learned in prior classes will be used. The class will review those techniques prior to beginning model development.

Prerequisites: ISA 510, ISA 520, ISA 530, and ISA 540

Session Cycle: Summer Term 2

Yearly Cycle: Yearly.

Master of Science in Data Science (MSDS)

MSDS 515. Preparing for MSDS Success. 0 Credit Hours.

This course is designed to provide entering MSDS students with the skills necessary to be successful in a graduate data science program. Students will garner an understanding of the use of the critical expectations of a graduate level program.

MSDS 610. Deep Learning. 3 Credit Hours.

This is an advanced course requiring background knowledge including probability theory, linear algebra, calculus, understanding of machine learning methods as well as good programming skills. The course will cover many of the most important mathematical foundations and computational tools of deep learning as well as advanced methods, frameworks, and programming tools used in modern deep learning and artificial intelligence. We will examine popular deep learning models from the literature and examine how they can be used for modeling a variety of types of data. This course treats both the art of designing efficient deep learning and artificial intelligence models as well as the science of analyzing and evaluating the properties and computation efficiency of such models. This course will help students to select and potentially design appropriate models to solve real problems. There will be a heavy emphasis on implementation using Python, Keras (for deep learning), and Pytorch (for deep).

Prerequisites: ISA 510 and ISA 530

Session Cycle: Spring

Yearly Cycle: Yearly.

MSDS 620. Natural Language Processing. 3 Credit Hours.

There are many business and artificial intelligence applications that need to process unstructured text data. This course teaches students how to overcome the unique challenges of working with unstructured text in machine learning and deep learning models. Students learn about how to create text representations, embeddings, and features for modeling purposes. Natural language processing applications include sentiment classification, topic modeling, text generation, and named entity recognition. Students in this course will implement these artificial intelligence models in Python, gaining experience with libraries such as NLTK and Hugging Face.

Prerequisites: ISA 530

Session Cycle: Spring

Yearly Cycle: Yearly.

MSDS 630. Large Scale Data Analytics. 3 Credit Hours.

The course focus on manipulating, storing, analyzing, and visualizing big data. The emphasis of the course will be on mastering Spark which emerged as the most important big data processing framework. We will examine Spark SQL, Spark Machine Learning, Spark Graph Analytics, Spark Natural Language Processing, Spark Deep Learning, and Spark Streaming which allows the analysis of data in near real-time. Students will implement machine learning algorithms and execute them on real cloud systems like Amazon AWS and Databricks.

Prerequisites: ISA 530, ISA 540

Session Cycle: Summer Term 1

Yearly Cycle: Yearly.

MSDS 640. Data Science Capstone. 3 Credit Hours.

Students will execute a full data science project, developing their skills as data scientists with a focus on real-world applications and situations. The final project provides an opportunity to integrate all of the core skills and concepts learned throughout the program and prepares students for long-term professional success in the field. It provides experience in formulating and carrying out a sustained, coherent, and influential course of work resulting in a tangible data science project using real-world data. This capstone project will test student skills in data pre-processing, data preparation, data transformation, feature engineering, machine learning/deep learning, data visualization, data communication, and presentation. Projects will be drawn from real-world problems and will be conducted with industry, government, and academic partners. Emphasis will be placed on problem-solving via state-of-the-art data science pipelines and practices and on the ability to "tell a story" using verbal, analytical, written, and visualization skills.

Prerequisites: MSDS 610, MSDS 630

Session Cycle: Summer Term II

Yearly Cycle: Yearly.

Master of Science in Healthcare Informatics(HS)

HS 501. Introduction to Healthcare Informatics. 3 Credit Hours.

This course introduces students to health informatics, the field devoted to the optimal use of data, information, and knowledge to advance individual health, health care, public health, and health-related research. The course provides an overview of the theory, processes, and applications of information systems and how they relate to health policy and management. It also provides a basic understanding of data standards and requirements, and the critical concepts and practice in mapping and interpreting health information.

HS 510. Population Health. 3 Credit Hours.

This course is intended to serve as an introduction to population health from both the vantage point of both public health and healthcare. We will examine the key components of community health needs assessments, how they are used, and how to compare population health assessments across subpopulations and time. Understanding health on a population level is an approach that seeks to improve the health of the whole population, unravel variations in health outcomes, and to identify effective strategies for reducing or eliminating inequities. The epidemiological sources and criteria by which to select high quality data sources will be explored to estimate population health indicators and to select evidence-based interventions to improve overall health of the population.

Corequisites: HS 501.

HS 520. Healthcare Law, Privacy, and Ethics. 3 Credit Hours.

In this course, students are provided opportunities to learn and apply knowledge of legal and ethical expectations on healthcare organizations and behaviors. Students are introduced to the major laws, regulations, professional and ethical principles, and industry standards governing health care structure, delivery, and reimbursement, as applied in health services management. Students will evaluate current healthcare issues and how health reform will affect healthcare organizations.

Pre/Corequisites: HS 501.

HS 530. Healthcare Operations and Systems. 3 Credit Hours.

Healthcare is a comprised of a complex ecosystem of stakeholders that must collaborate effectively given the limited resources to support the structure. Technology is continuously evolving how healthcare is delivered and, in the process, bringing together all of these groups of people to work together. This course examines the operations of the entire healthcare sector and its management, including the role of strategic planning and governance, clinical and nonclinical support services, quality improvement, environment-of-care and facilities management, personnel and staffing, finance, information technology, and marketing.

Pre/Corequisites: HS 501.

HS 610. Electronic Health Records. 3 Credit Hours.

In this course students will understand the health IT ecosystem with a focus on the role of electronic health records (EHRs). This course also includes an introduction to database architecture, servers, and interfaces. In addition, students will understand the implementation and management of electronic health information using common electronic data interchange systems and maintaining the medical, legal, accreditation and regulatory requirements of the electronic health record.

Prerequisites: HS 501.

HS 620. Data Visualization and Communication. 3 Credit Hours.

This focuses on data visualization and the techniques to implement efficient and effective visualizations. The challenges of storytelling using visualizations will be emphasized. In addition, students will be exposed to communication techniques and skills required of them to effectively communicate complex data to multiple stakeholders in the healthcare field.

Prerequisites: HS 501.

HS 630. Health Analytics (R, Python, Tableau). 3 Credit Hours.

Modernization and achieving innovation at scale are a critical imperative for healthcare. This course provides an in-depth look at the principles and techniques for acquisition and preparation of data used for analysis and modeling in the healthcare industry. The first component of the course uses Python to perform simple statistical analysis, prepare data for modeling, and create basic visualizations from the data. The second component of the course introduces students to R language and the use of tableau so that students are prepared to analyze and process data in order to create actionable insights to transform healthcare.

Prerequisites: HS 501.

HS 640. Project Management. 3 Credit Hours.

Knowing how to manage projects effectively is an essential skill for health informaticians. In this course, students will be introduced to the standard terminology in project management and serves to provide an overview of management and leadership in health care. This course provides students the opportunity to practice a key role of leadership: transforming organizational culture by effective implementation of change.

Prerequisites: HS 501.

HS 645. Evidenced Based Decision Making. 3 Credit Hours.

Proper analysis and utilization of healthcare data can drive improvements in our healthcare system. Evidence-based decision-making is a process that emphasizes making decisions based on explicit, purposeful, and judicious use of evidence. This course develops skills for students to be able to determine validity, applicability, and significance of published clinical data for potential application in optimizing patient care.

Prerequisites: HS 501.

HS 650. Database Management for Healthcare. 3 Credit Hours.

Students are introduced to categories of data collected and maintained by healthcare providers. Students are exposed to technologies used in the acquisition, delivery, and critical analysis of health data. The course emphasizes the use of electronic health records, data mining, statistical analysis of data, data management, report generation and presentation of data.

Prerequisites: HS 501.

HS 655. Data Mining/Machine Learning. 3 Credit Hours.

Machine learning (ML) is a fast-growing field and health informatics remains a great challenge for machine learning experts. The goal of ML is to develop algorithms which can learn and improve over time and can be used for predictions. This course introduces students to techniques used in machine learning and data mining and applies it to the healthcare sector.

Prerequisites: HS 501.

HS 690. Healthcare Informatics Capstone. 3 Credit Hours.

Capstone course provides students with the opportunity to apply the knowledge and skills that they have acquired to realistic problems that involve large data sets in the healthcare industry. Students will participate in a one-semester internship with one of our community partners or prepare a thesis paper using available health data. Students will present the results of their analysis and recommendations to other students in the class and if appropriate to the client. Students are expected to create a professional presentation of their work and to deliver it confidently.

Pre/Corequisites: HS 520, HS 530

Prerequisites: HS 501.

HS 691. Healthcare Informatics Internship. 3 Credit Hours.

This internship is a practical learning experience that allows students to gain real world experience and develop professionally by working with a healthcare partner under the guidance of leaders in the fields of healthcare informatics and healthcare information technology. This experience affords the student an opportunity to apply her/his theoretical knowledge and technical skills in a real-world setting, allowing him/her to gain valuable training and insight, which will better equip the student to perform more confidently in the workforce.

Pre/Corequisites: HS 520, HS 530, HS 610, HS 630

Prerequisites: HS 501.

Mathematics (MATH)

Courses

MATH 509. Number Theory. 3 Credit Hours.

This course will cover topics such as divisibility, prime numbers, Fundamental Theorem of Arithmetic, Euclid's Algorithm, Pascal's Triangle, Fibonacci numbers, congruences and residue classes, Diophantine equations, Euler's Phi Function, Fermat's Last Theorem, and Pythagorean Triples. A major application in the course will be to Cryptography. This is a 500 level graduate course. Permission of instructor may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

MATH 535. Geometry. 3 Credit Hours.

Since the time of Euclid (330 BC) the study of Geometry has been regarded as a foundation of western education and the preferred context in which to teach young adults the purpose and value of logical thinking. This course offered to provide undergraduate level mathematics education students and others and introduction to and a mastery of both the classical and analytic aspects of Euclidean Geometry. The ideas of point, line, plane, triangle, quadrilaterals, parallelism and lack of it, similarity, congruence, area, volume and Loci will be formally presented through an axiomatic method using definitions, postulates and geometric proofs. The structure, the pedagogy and the presentation of the above topics will also be emphasized throughout the course. This is a 500 level graduate course. Permission of instructor is required.

Session Cycle: Spring

Yearly Cycle: Annual.

MATH 555. SAS Programming and Applied Statistics. 3 Credit Hours.

This course provides an introduction to SAS programming and covers the material required for the SAS Base Programming Exam. The first part of this course focuses on the following key areas: reading raw data files and SAS data sets; investigating and summarizing data by generating frequency tables and descriptive statistics; creating SAS variables and recoding data values; subsetting data; combining multiple SAS files; creating listing, summary, HTML, and graph reports. The second part of this course focuses on how to manage SAS data set input and output, work with different data types, and manipulate data. Specifically, this part of the course discusses using the DATA step to control SAS data set input and output, combine SAS data sets, summarize data, process data iteratively with DO loops and arrays, and perform data manipulations and transformations. A comprehensive real-world data project is required along with a presentation to the class and other interested parties of key aspects of the project with an analysis of the results. This is a 500 level graduate course. Permission of instructor may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

MATH 560. Applied Data Mining. 3 Credit Hours.

This course introduces students to the current theories, practices, statistical tools and techniques in "data mining," which embodies cutting-edge methods to reveal competitive insight, market advantage and strategic opportunities by employing SAS Enterprise Miner software with real-world case studies. This course will cover the most useful statistical tools in data mining such as cluster analysis, logistic regression, classification trees, and neural networks. In addition, a comprehensive real-world data project will be required along with a presentation to the class and other interested parties of key aspects of the project with an analysis of the results. This is a 500 level graduate course and permission of the instructor is required.

Prerequisites: 2 semesters of statistics equivalent to MATH 201 and MATH 350.

MATH 561. Applied Multivariate Statistics. 3 Credit Hours.

After a review of ANOVA, the course covers analysis of covariance, discriminant analysis, principal components and factor analysis, multivariate analysis of variance (MANOVA), logistic regression, and cluster analysis. SAS is used throughout the course. A major project that entails analyzing "real" multivariate datasets along with a formal report and presentation of the results will be required. This is a 500 level graduate course. Instructor permission may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

MATH 570. Design and Analysis of Experiments. 3 Credit Hours.

The objective of this course is to familiarize students with fundamental concepts in the design and statistical analysis of experiments using Analysis of Variance. Several analysis of variance models will be introduced including Between-Subject (Random-Measures) designs, Within-Subject (Repeated Measures) designs, Factorial designs, and Mixed designs. Students will learn how to choose an appropriate design. Additional topics will be addressed including multiple comparison procedures, power considerations, sample size, and checking assumptions. SAS will be utilized for the statistical analysis and the course will be approved for one of the four courses necessary for SAS certification. A thorough understanding of the methods, concepts, and interpretation of results will be emphasized. Students will design and analyze an experiment as part of the course. This is 500 level graduate course and permission of the instructor is required.

Prerequisites: Two semesters of statistics equivalent to our MATH 201 and MATH 350.

MATH 575. Applied Analytics Using SAS. 3 Credit Hours.

This course will include an in depth preview of applied analytical approaches, challenges, and solutions. A hands-on approach will be emphasized throughout the semester. A brief review of analytical techniques through material covered in MATH 350 or AM 332 will be included, as well as an introduction to further analytical tools such as multivariate analysis, predictive modeling, time series analysis and survey analysis. SAS Enterprise Guide Software will be introduced and utilized for applying hands-on analysis to real world data problems. The course is project focused and 100% of the students' grade will be based on three projects. This is a 500 level graduate course. Instructor permission may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

Physician Assistant (PA)

Courses

PA 501. Physiology and Pathophysiology. 4 Credit Hours.

Physiology and Pathophysiology is a four-credit course which is sequenced with the Clinical Pharmacology course. It is offered in the first term of year one of the Master of Science in the Physician Assistant Studies Program. This course reviews the basic principles of physiology and provides an introduction to pathophysiology following an organ system approach. Readings covering patient case scenarios will be used to help reinforce and integrate these topics. This course is divided into two sessions: the first session is five weeks in duration and precedes a four-week anatomy block, followed by a second session of two weeks duration.

PA 502. Introduction to Clinical Pharmacology. 2 Credit Hours.

Introduction to Clinical Pharmacology is a two-credit course and is sequenced with the Physiology & Pathophysiology course. It is offered in the first term of year one of the Master of Science in Physician Assistant Studies Program. The course covers the basic principles of pharmacology and the clinical application to pharmaceutical therapeutics.

PA 503. Human Anatomy. 4 Credit Hours.

Gross Anatomy is a four credit course that is offered as a one month block in the first term of year one in the Master of Physician Assistant Studies Program. Through lectures and linked dissection laboratory experience, the course examines human morphology, the related embryology and function across the major organ systems.

PA 505. Research Methods. 1 Credit Hour.

Research Methods, is a one credit course offered in the first term during year one of the Master of Science in Physician Assistant Studies Program. This course provides the framework for using medical literature in evidence-based medicine, including how to search, interpret, and evaluate research studies.

PA 506. Genetics. 1 Credit Hour.

Medical Genetics is a one credit course offered in the first term of the year one of the Master of Physician Assistant Sciences Program. The course describes the application of genetics to medical care. It covers the basic principles of medical genetics and molecular mechanisms of disease that serve as the foundation for understanding the effective assessment and management of diseases that have an identified genetic component. The rapidly expanding medical model of "personalized medicine" is largely based on the growth of our knowledge of the genetic components of diseases and genetic variation among patients affecting treatment success.

PA 510. Clinical Medicine I. 4 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine 1 covers cardiology and electrocardiography.

PA 511. Clinical Medicine II. 4 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine II covers pulmonology and otorhinolaryngology.

PA 514. Diagnostic Testing and Imaging. 1 Credit Hour.

Radiology and Diagnostic Testing is a one credit course offered during the second term of year one of the Master of Science in Physician Assistant Studies Program. Topics covered include the basic principles of radiologic modalities, scope of imaging modalities and the utilization of common and important radiologic and ancillary studies.

PA 515. Behavioral Medicine. 2 Credit Hours.

Behavioral Medicine is a two credit course that is offered during the second term of year one in the Master of Science in Physician Assistant Studies Program. Topics covered include basic principles of behavioral health as a discipline and the diagnosis and management of common and important psychiatric disorders.

PA 516. Clinical Correlations One. 5 Credit Hours.

Clinical Correlations is a series of problem-based learning courses designed to prepare students for real-world clinical practice. Students participate in simulated patient scenarios to practice clinical evaluation and assessment. The series includes workshops to develop specific skills related to diagnostic testing, interpersonal communication, and team leadership. In the later courses in the series, students will explore the development of the Physician Assistant profession, the business aspects of medicine, and legal and professional regulations.

PA 520. Clinical Medicine III. 3 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine III covers dermatology and ophthalmology.

PA 521. Clinical Medicine IV. 6 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine IV covers gastroenterology and infectious disease.

PA 522. Pediatrics. 3 Credit Hours.

This course covers the assessment and management of common and important pediatric diseases and disorders as well as general pediatric growth, development, and health maintenance.

PA 524. Public Health and Dental Medicine. 1 Credit Hour.

Public Health and Dental medicine is a one credit course that is offered in the third term of year one of the Master of Science in the Physician Assistant Studies Program. The course presents an overview of the core concepts of public health and the US health care delivery system. During this course, students will also complete the "Smiles for Life: A National Oral Health Curriculum" on-line modules.

PA 525. Clinical Skills I. 1 Credit Hour.

Clinical Skills is a series of two courses offering instruction and hands-on practice of the procedural skills common to Physician Assistant practice. Students will learn indications, contraindications, risks, benefits, and techniques of a variety of bedside interventions. Students will also learn to establish and maintain sterile field. Clinical Skills I will present foundational content and basic medical procedures. Clinical Skills II will cover procedures of greater complexity and technical difficulty.

PA 526. Clinical Correlations Two. 4 Credit Hours.

Clinical Correlations is a series of problem-based learning courses designed to prepare students for real-world clinical practice. Students participate in simulated patient scenarios to practice clinical evaluation and assessment. The series includes workshops to develop specific skills related to diagnostic testing, interpersonal communication, and team leadership. In the later courses in the series, students will explore the development of the Physician Assistant profession, the business aspects of medicine, and legal and professional regulations.

PA 530. Clinical Medicine V. 5 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine V covers obstetrics/gynecology and endocrinology.

PA 531. Clinical Medicine VI. 3 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine VI covers urology and nephrology.

PA 532. Emergency Medicine. 4 Credit Hours.

This course introduces students to the principles and practice of emergency medicine. Topics include history of emergency medicine; disaster medicine; and common and important injuries, conditions, and complaints of patients presenting for emergency care.

PA 533. Surgery. 3 Credit Hours.

Surgery is a three credit course that is offered in the fourth term of year one of the Master of Science in Physician Assistant Studies Program. The course covers the assessment and management of common and important surgical diseases and disorders, including care in the preoperative, operative and postoperative settings.

PA 534. Medical Ethics and Law. 1 Credit Hour.

Medical Law and Ethics is a one credit course that is offered in the fourth term of year one in the Master of Science in Physician Assistant Studies Program. It provides an overview of the core ethical principles which guide medical practice and the laws that apply to health care practitioners.

PA 536. Clinical Correlations Three. 4 Credit Hours.

Clinical Correlations is a series of problem-based learning courses designed to prepare students for real-world clinical practice. Students participate in simulated patient scenarios to practice clinical evaluation and assessment. The series includes workshops to develop specific skills related to diagnostic testing, interpersonal communication, and team leadership. In the later courses in the series, students will explore the development of the Physician Assistant profession, the business aspects of medicine, and legal and professional regulations.

PA 537. The Patient Interview. 2 Credit Hours.

This course covers the basic principles and techniques for obtaining and documenting a medical history. Through lecture and small-group practice, students will learn to conduct comprehensive and focused interviews, identify pertinent historical information, and report findings appropriately. Emphasis will be placed on establishing clinical rapport, demonstrating cultural competency, and using patient-centered communication.

PA 538. Physical Examination. 3 Credit Hours.

This course covers the basic principles and techniques for obtaining and documenting a physical examination. Through lecture and small-group practice, students will learn to conduct comprehensive and focused physical examinations, identify pertinent findings, and document appropriately. Emphasis will be placed on establishing clinical rapport, demonstrating cultural competency, and using patient-centered communication.

PA 539. Clinical Medicine VII. 3 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint.

PA 540. Clinical Medicine VIII. 5 Credit Hours.

Clinical Medicine is a series spanning the didactic portion of the Master of Science in Physician Assistant Studies Program. Students learn the clinical presentation and management of common and important diagnoses according to the content categories of the NCCPA Content Blueprint. Clinical Medicine VII covers neurology and hematology/oncology.

PA 541. Clinical Skills II. 1 Credit Hour.

Clinical Skills is a series of two courses offering instruction and hands-on practice in the procedural skills common to Physician Assistant practice. Students will learn indications, contraindications, risks, benefits, and techniques of a variety of bedside interventions. Students will also learn to establish and maintain sterile field. Clinical Skills I will present foundational content and basic medical procedures. Clinical Skills II will cover procedures of greater complexity and technical difficulty.

PA 542. Clinical Correlations Four. 3 Credit Hours.

Clinical Correlations is a series of problem-based learning courses designed to prepare students for real-world clinical practice. Students participate in simulated patient scenarios to practice clinical evaluation and assessment. The series includes workshops to develop specific skills related to diagnostic testing, interpersonal communication, and team leadership. In the later courses in the series, students will explore the development of the Physician Assistant profession, the business aspects of medicine, and legal and professional regulations.

PA 543. Geriatrics. 3 Credit Hours.

This course covers the assessment and management of common and important geriatric diseases and disorders as well as physiology of aging, pharmacology in the elderly, and goals of care conversations.

PA 601. Inpatient Internal Medicine Supervised Clinical Practice Experience. 4 Credit Hours.

This required course is a 5-week clinical rotation on an inpatient medicine service. The student will function as an active member of the inpatient clinical team, responsible for comprehensive patient assessment and involvement inpatient care decision making, resulting in a detailed plan for patient management.

PA 602. Outpatient Internal Medicine Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Internal Medicine is a five (5) week experience in the management of common and/or important conditions and complaints of the Internal Medicine patient. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 603. Family Medicine Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Family Medicine is a five (5) week experience in the management of common and/or important conditions and complaints of the Primary Care patient. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 604. General Surgery Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in General Surgery is a five (5) week experience in the management of common and/or important surgical conditions. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 605. Pediatrics Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Pediatrics is a five (5) week experience in the management of common and/or important conditions and complaints of the pediatric patient. The student may be required to travel to the clinic, and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 606. Obstetrics and Gynecology Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Woman's Health/OBGYN is a five (5) week experience in the assessment and management of common gynecologic and obstetric conditions and complaints. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 607. Psychiatry Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Psychiatry is a five (5) week experience in the management of psychiatric conditions and complaints. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 40-60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 608. Emergency Medicine Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Emergency Medicine is a five (5) week experience in an Emergency Department. The student will function as an active member of the clinical team, responsible for comprehensive patient assessment and involvement inpatient care decision making, resulting in a detailed plan for patient management. The student should plan on being involved in patient care, including associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 609. Orthopedics Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Orthopedic Surgery is a five (5) week experience in the management of injury and illness of the musculoskeletal system. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 610. Dermatology Supervised Clinical Practice Experience. 4 Credit Hours.

This required rotation in Dermatology is a five (5) week experience in the management of common dermatologic conditions and complaints. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her time on rotation. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for an average 40-60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 611. Elective Supervised Clinical Practice Experience. 4 Credit Hours.

This required elective rotation is a five (5) week experience in the management of common and/or important conditions and complaints relevant to the particular chosen elective specialty. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for an average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA 612. Elective Supervised Clinical Practice Experience. 4 Credit Hours.

This required elective rotation is a five (5) week experience in the management of common and/or important conditions and complaints relevant to the particular chosen elective specialty. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for an average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

PA PH. Physician Assist Placeholder. 1-12 Credit Hours.

Political Science (POLS)

Courses

POLS 556. The Presidency in Modern American Politics. 3 Credit Hours.

The presidency today is widely perceived as the centerpiece of the American political system. But this notion is very different than that originally outlined in the U.S. Constitution. What has brought about this change? What strengths and weaknesses characterize the modern presidency? How has this transformation impacted the separation of powers? What does the popular image of the president as "chief decider" signify for democratic government? These questions and more guide this exploration of the presidency in modern American politics. This is a 500 level graduate content course. Permission of the instructor is required. Session Cycle: Spring
Yearly Cycle: Alternate Years.

POLS 562. International Relations. 3 Credit Hours.

In this course students analyze the nature of the modern nation/state system, and the resultant struggle for power, including power politics, balance of power, and war and peace. This course covers the bases and limitations of national power as well as international law, international organization and diplomacy. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

POLS 563. Ethics in International Affairs. 3 Credit Hours.

"All's fair in love and war" used to effectively summarize global politics, but, in recent years, moral considerations have become major, but still controversial, components of many policy discussions. This course will examine issues such as the ethical constraints on the use of force, human rights norms, issues created by global inequality and by development programs, and ethical implications of the global economy and multinational corporations. This course is a 500 graduate program. Permission of instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

POLS 597. Directed Graduate Study in Political Science. 3 Credit Hours.

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of the political science faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 graduate level course. Permission of instructor is required.

Science and Technology (SCI)

Courses

SCI 550. Biological Imaging. 3 Credit Hours.

This course will address how biological characters and concepts are illustrated through various kinds of imaging technologies. Using plants as examples, morphological and anatomical characters at both macro- and micro- levels will be illustrated and interpreted through various imaging technologies, and their biological and environmental significance will be also discussed. This course will provide you with a basic overview of imaging technologies and their applications in the biological sciences, particularly in relation to scientific publications and reports. Emphasis will be placed on hands-on practice of these technologies, resulting in a portfolio of completed projects. Students will be grouped to complete final products generating publishable biological imaging on research samples. This is a 500 level graduate content course. Permission of instructor is required.

SCI 552. Innovation and Global Energy Challenges. 3 Credit Hours.

This course will explore the challenges of providing a sustainable energy supply to support increasing world population and growing economies, and will focus on global energy systems, renewable energy sources, distributed power networks, diversification of energy supply, and increased energy efficiency. By examining the energy issues that preoccupy world decision makers, such as dwindling fuel resources, deteriorating electrical grids, externalization of costs, subsidies for existing energy corporations, extreme pollution and environmental degradation associated with mining, drilling, transport, operations, and waste disposal, students will develop an international perspective and multidisciplinary frame with which to approach needed changes in direction. Innovative approaches are needed throughout the entire energy distribution system, including changes in fuel procurement, processing, usage, and cost analyses that account for the entire fuel cycle and minimization of external costs. Breakthroughs in control systems, materials management, green building technology, carbon sequestration techniques, and algal biofuel production are just a few examples of promising new avenues for energy developments that will be assessed. This is a 500 level graduate course and permission of the instructor is required.

SCI 553. GIS Tools Coastal Planning and Climate Change. 3 Credit Hours.

This course provides background and training in the utilization of Geographic Information System (GIS) tools for tracking climate change effects on coastal ecosystems, with a particular emphasis on how coastal planners can predict the extent and likelihood of significant alteration of coastline geomorphology or ecosystem dynamics. Advance planning can reduce the impact of these changes on residents and natural inhabitants. Case studies of coastal regions around the world will be explored. This is a 500 level graduate course.

SCI 554. Conservation in the U.S. and China. 3 Credit Hours.

As one of the major environmental issues, conservation captures the attention of both scientists and the general public. National parks in the U.S. and China preserve spectacular examples of the best biological and geological resources on our planet. This course provides basic scientific information behind these natural wonders and presents and analyzes conservation issues using an interdisciplinary approach. Through reading, discussion, and lectures, students will gain insights into the critical role that national parks play in the preservation of natural resources, as well as protecting cultural and historic values. Using selected national parks as case examples, students will learn how to assess scientific data underlying environmental debates and will examine how these issues are connected to society and business. This is a 500 level graduate content course. Permission of the instructor is required.

SCI 555. Environmental Policy Decision Making and Problem Solving. 3 Credit Hours.

This course will present an overview of environmental policy alternatives, emphasizing the interrelationship of science, business, and government in policy formation and implementation. Global issues will be included, with special attention directed toward international efforts to achieve consensus on sustainable growth policies that encompass economic realities, technological innovation and a sensible legal and regulatory framework. This is a 500 level graduate course. Permission of the instructor is required.

SCI 557. Environmental Toxicology and Risk Assessment. 3 Credit Hours.

The generation of hazardous wastes and our potential exposure to them is increasing. This course will provide the student with the fundamentals of hazardous substances and wastes in relation to chemistry, environmental chemical processes, and toxicology. It is designed for students who are interested in various aspects of hazardous substances and wastes, including regulation, treatment, remediation, biological effects, chemical phenomena, transport, source reduction, and research. Experimental exercises will be integrated throughout the course to reinforce lecture topics. This is a 500 level graduate course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

SCI 558. Global Change and Geochemical Impacts. 3 Credit Hours.

The course provides an in-depth understanding of global changes in the atmosphere, biosphere, and hydrosphere in the past and present. Using both geological and biological records, the course examines the evidence that depicts the environmental impacts of global changes, especially climate changes. Using molecular isotope technology and its research applications in the environmental sciences, the course covers both theoretical and experimental aspects of issues at the global scale. Current issues in geological, paleobiological, and organic geochemical applications will be examined, with a focus on global changes and how isotope techniques are used in different scientific disciplines to characterize and quantify these patterns. This is a 500 level graduate course and permission of the instructor is required.

SCI 562. Plant Diversity in Ancient and Modern Environments. 3 Credit Hours.

This course addresses the origin and diversity of plants and their key role in shaping ancient and modern environments. Plants are the main "producers" in the Earth's ecosystems and are the major proxy for studies of environmental change. The course will provide detail about the major plant groups, and an in-depth understanding of the origin, evolution, and diversification of these groups. Through examining the change of global vegetation through temporal and spatial transitions, and the role of plants in shaping, adapting, and recording ancient and modern environments, the co-evolution between plants and global environment will be covered. This is a 500 level graduate course. Permission of the instructor is required.

SCI 563. Issues in Environmental Science. 3 Credit Hours.

This course provides an understanding of current environmental problems and a familiarity with innovative developments to solve them. Current issues from the following subject areas will be discussed: climate change, energy, land degradation, air and water quality, population growth, resource depletion, and wildlife management. Guest speakers will describe their work and provide insight on specific environmental issues and the future of the environmental science field. Students will research proposed solutions to various current environmental problems and evaluate the potential effectiveness of their approaches. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

SCI 564. Biomarkers and Isotope Signals. 3 Credit Hours.

This course provides an in-depth understanding of state-of-the-art isotope technologies and their applications in the environmental sciences.

Both theoretical and experimental aspects will be examined, with an emphasis on current issues surrounding compound-specific isotope geochemistry, and how these isotope techniques are used in different scientific disciplines and their impact on a student's future environmental career also will be emphasized. Additionally, the course will explore how technical skills and knowledge about isotope chemistry can be utilized in different environmental assessments. This is a 500 level graduate course. Permission of the instructor is required.

Session Cycle: Fall

Yearly Cycle: Alternate Years.

SCI 565. Green Technology for Sustainability. 3 Credit Hours.

Chemical Processes provide valuable products and materials in various industries ranging from health care to transportation and food processing, yet they generate substantial quantities of wastes and emissions, which cost tens of millions of dollars annually to safely manage. This course investigates cost-effective utilization of chemical processes in ways that minimize pollution at the source and reduce impact on health and the environment, by creating sustainable systems in manufacturing, transportation, building, and energy production. Environmental risk-based costs and benefits are also explored, including the rationale, benefits, and implementation problems of green technology innovations. Experimental exercises will be integrated into the course to reinforce lecture topics.

Prerequisites: One 200-level and one 300-level course in environmental science or permission of the instructor and junior standing. This is a 500 level graduate course and permission of the instructor is required.

SCI 566. Global Health Challenges. 3 Credit Hours.

This course will explore the unique global health challenges we are facing today. As the world becomes increasingly globalized, the status of health worldwide has begun to decline. This course will present some of the complexities facing the global health community from a variety of perspectives. A brief history of global health will be given, with particular attention to environmental degradation, especially the correlation between these changes and adverse effects on health and disease transmission. Social issues including literacy and cultural values will also be discussed in relation to effects on health. Selected communicable diseases and zoonotic and emerging diseases will be highlighted, along with current efforts to stop the spread of these diseases within the global community. Selected epidemiological studies will be emphasized to ensure that students are able to comprehend and appraise research in this field. This is a 500 level graduate content course.

SCI 570. Immunity and Disease. 3 Credit Hours.

This course will provide a broad introduction to the rapidly advancing study of immunity and disease. Starting with a survey of basic immunological principles, the course will explore the importance of the molecular and cellular factors involved in immune responses. Key methodologies used by immunologists and the practical applications of this research for the medical community will be discussed, including the role of immunity in cancer treatment and the causes of autoimmune disorders. This is a 500 level graduate course and permission of the instructor is required.

SCI 590. Research Directed Study. 3 Credit Hours.

This course is intended to assist graduate students in designing research experiments, identifying technology and instrumentation necessary to support the experimentation, conducting and verifying initial pilot studies, and exploring possible funding sources. The course will culminate in the submission of the graduate student's proposal for graduate research project to his/her thesis committee, along with a summary of equipment and supply needs to support the research project.

SCI 690. Thesis I Thesis Research. 3 Credit Hours.

This course is intended for graduate students carrying out thesis research, in conjunction with the Master of Global Environmental Studies, under the guidance of the Thesis Committee. This is the first part, 3 credits, toward the 6 credit hour thesis research requirement. During the course of both courses students will complete the laboratory experiments, analyze experimental data and findings, prepare and submit the thesis, and complete the oral defense.

SCI 691. Thesis II Thesis Research Thesis and Oral Defense. 3 Credit Hours.

This course is intended for graduate students carrying out thesis research, in conjunction with the Master of Science in Global Environmental Studies, under the guidance of the Thesis Committee. This is the second part, 3 credit hours, toward the 6 credit hour research requirement. During the course of both courses, students will complete the laboratory experiments, analyze experimental data and findings, prepare and submit the Thesis, and complete the oral defense.

SCI 692. Graduate Practicum. 3 Credit Hours.

Graduate education is enhanced by practical application of its learned material. Thus, this course is designed to provide practical experience in some setting, scholarly or professional, related to global environmental studies. That experience can be in either a for-profit or a not-for-profit organization. The Practicum is intended to provide the student with an opportunity to acquire in-field knowledge and experience. Because academic credit is awarded for this experience, the student must gain academic knowledge as well as practical experience. The Graduate Practicum must be approved by the instructor, the MSGES program director, and the department chair.

Prerequisites: Student must have completed six hours of graduate coursework in Global Environmental Studies before taking the Graduate Practicum.

SCI 697. Directed Study in Science and Technology. 3 Credit Hours.

This course permits the student to pursue an area of interest and relevancy in global environmental studies and/or sustainability. The work will be performed under the supervision of a faculty member who will help design the program of study and the requirements to be met by the student. All directed studies must be approved by the Graduate Director and the Chair of the Department, who will be supplied with a title for and description of the course, its requirements and grading criteria, and a preliminary list of readings. This course is a 600-level graduate course. Permission of the instructor is required.

Sociology (SOC)

Courses

SOC 597. Directed Graduate Study in Sociology. 3 Credit Hours.

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the sociology faculty. The main requirement of the course is the development of a substantial paper of project. This is a 500 graduate course. Permission of the instructor is required.

Tax (TAX)

Courses

TAX 600. Individual Income Taxation. 3 Credit Hours.

This course examines the federal tax statutes, regulations, rulings, and leading cases applicable to individual and other tax papers, with special emphasis placed upon understanding the federal income tax system and the source of tax law. Areas covered include definition of gross income, deductions, nonbusiness and business taxpayers, the identity of the taxable person, and accounting methods and periods.

TAX 601. Tax Practice and Procedure. 3 Credit Hours.

This course provides practical knowledge of the day-to-day practices and procedures of the Internal Revenue Service (IRS), from rulings, collections and criminal enforcement with specific references to statutes and regulations. This course also examines the role of the tax practitioner as it relates to representation of taxpayers before the IRS. Other topics include ethical responsibilities, statute of limitations and examination of returns.

TAX 602. Pass-Through Entities. 3 Credit Hours.

This course provides an in-depth study of pass-through entities (Partnership, "S" Corporations and Limited Liability Corporations) and problems peculiar to closely held businesses. It emphasizes students' understanding of the tax statutes, course cases and practice techniques related to the concept of "choice of entity" and creates an awareness of the potential consequences of choosing a particular form of entity. The course focuses on the practical (and tax practice) aspects of working with and advising clients on such decisions.

TAX 603. State and Local Tax Practice. 3 Credit Hours.

This course addresses the sources of state and local revenues derived from taxation, including multi-jurisdictional business excise taxes, personal income tax, consumer and transaction taxes and property taxes. Students examine constitution restrictions on the jurisdiction to tax, allocation and apportionment of multi-state income, state taxation of e-commerce, domicile concepts, and detailed review of administrative provisions related to the audit, assessment, collection and appeal of state and local taxes.

TAX 604. International Tax Practice. 3 Credit Hours.

This course covers international tax concepts including the foreign tax credit, international tax ownership structures, permanent establishments, income sourcing rules, and international tax treaties.

TAX 605. Sales and Exchanges of Property. 3 Credit Hours.

This course studies tax consequences arising from disposition of property using a detailed analysis of the treatment of capital gains, deferred payment sales, basis, amount realized, dispositions by gift of inheritance, nonrecognition exchanges, mortgages, and installment sales. Time is also devoted to the study of recapture provisions of the Internal Revenue Code.

TAX 606. Income Taxation of Estates and Trusts. 3 Credit Hours.

This course analyzes taxation of estates and trusts. It examines taxation of simple and complex trusts (i.e., grantor trusts, irrevocable trusts and revocable trusts). The course considers charitable remainder trusts, pooled income funds and charitable beneficiaries, as well as planning for estate administration.

TAX 607. Corporate Reorganizations. 3 Credit Hours.

This course focuses on reorganization, recapitalization and divestiture transactions of business entities. The primary focus is on the identification and planning for tax-free transactions.

TAX 608. Tax Analytics and Machine Learning. 3 Credit Hours.

This course examines the structure and implications of analytics including data visualization applications as well as software increasingly utilized by the profession to effect descriptive, predictive and prescriptive analytics as they related to the taxation of firms operating in either a single or multi-jurisdictional environment.

TAX 609. Wealth Planning. 3 Credit Hours.

This course focuses on estate and gift taxation including retirement and compensation planning with an emphasis on investment and estate planning.

TAX 610. Corporations and Shareholders. 3 Credit Hours.

This course examines the taxation of corporations and shareholders. Emphasis is placed on corporate formations, the corporate capital structure, stock redemptions, and accounting for income taxes. Various types of corporate distributions are also examined in detail.

TAX 625. Partnership Income Tax Problems. 3 Credit Hours.

This is an intensive analysis of income tax problems encountered in the organization, operation, reorganization, and dissolution of partnerships. It includes recognition of partnership status for tax purposes and problems created by death or retirement of a partner, sale of a partnership interest, and distribution of partnership assets, and determination of the amount and nature of partner's share in partnership income or loss.

TAX 691. Directed Independent Study in Tax. 3 Credit Hours.

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

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