M.B.A. degrees in Global Business Leadership, Hospitality

C.A.G.S. in Finance, Human Resources Management, Hospitality

M.Ed. degree in Teaching and Learning

M.A.T. degree in Teacher Education
What students are saying about the Alan Shawn Feinstein Graduate School:

“My experience as a graduate student in the Feinstein Graduate School has been a positive one. In addition to providing realistic courses, the administration, staff and faculty not only offer assistance, but mentoring. All of them work as a team to benefit the students.”

— Al Marsocci ’08 M.B.A.
   Director
   National Grid

“You gain much more than an advanced degree. Graduate studies at Johnson & Wales University enable you to garner lifelong skills that invoke innovative thinking and a broadened understanding of proven business techniques and applications — all in a collaborative learning environment.”

— Barbara J. Nauman ’07 M.B.A.
   Senior Director of Consumer Marketing
   The Providence Journal

What people are saying about the School of Education:

“I loved every moment and I suggest this program to everyone.”

— Christine Welch ’07 M.A.T.

“I cannot believe how well prepared my students are. You must be doing some great things at JWU.”

— Richard Lepore, JWU Student Teacher Supervisor
   Retired elementary principal, Johnston, R.I.

“At my observation for my student teacher yesterday, her cooperating teacher kept remarking how prepared the student was for her assignment, and that she and the special education cooperating teacher would love to work with JWU again.”

— Suzanne Whalen, JWU Student Teacher Supervisor
   Retired elementary teacher, West Warwick, R.I.

“We are so impressed with the student teachers for JWU and how well prepared they are when they begin their student teaching!”

— Donna Raptakis, Ed.D., Principal
   Washington Oak Elementary School, Coventry, R.I.

“How did I get so lucky to have such dedicated teachers to supervise! I am absolutely amazed at the dedication, knowledge and skill levels of these students!”

— Virginia Pasonelli, JWU Student Teacher Supervisor
   Retired elementary teacher, Cranston, R.I.

Where are they now?

Alan Shawn Feinstein Graduate School graduates hold the following positions today:

Vice President, Rhode Island Hospitality and Tourism Association
Vice President, Citizens Bank
Vice President, National Grid
Financial Analyst, HBO, Time Warner Entertainment
Convention Coordinator, Austin Texas Convention and Visitors Bureau

School of Education graduates are currently employed as teachers and administrators in more than 50 area schools and throughout the country.
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Are you thinking about changing your career, advancing your current career or giving yourself a professional edge as you enter the workplace?

Graduate degree programs at Johnson & Wales University offer you a chance to advance in your area of interest, achieve career goals, and position yourself for success. You will meet with people from different backgrounds and cultures who hold the same career interests and dreams as you.

While in Providence, the capital of Rhode Island, you will enjoy a truly international experience as you share knowledge with students from around the world. Through classes, activities and events, you’ll build relationships with faculty and peers, both in and beyond the classroom that will make your graduate program experience academically, personally and professionally more rewarding.

We encourage you to read about the exciting graduate degree programs Johnson & Wales University has to offer.
Programs of Study

M.B.A. in
Global Business Leadership
• With concentrations in Accounting, Financial Management, International Trade, Marketing and Organizational Leadership

Hospitality
• With concentrations in Event Leadership and Marketing

C.A.G.S. in
Finance, Human Resources Management, Hospitality

M.Ed. in
Teaching and Learning

M.A.T. in
Teacher Education leading to certification in
• Elementary Education and Secondary Special Education
• Elementary Education and Elementary Special Education
• Elementary Education and Elementary/Secondary Special Education
• Business Education and Secondary Special Education
• Food Service Education* and Secondary Special Education
*Non-certification option also available.

2008–09 Academic Calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 9</td>
<td>Fall term begins</td>
</tr>
<tr>
<td>September 12</td>
<td>Friday classes—makeup</td>
</tr>
<tr>
<td>October 13</td>
<td>Columbus Day holiday</td>
</tr>
<tr>
<td>October 14</td>
<td>Follow Monday schedule</td>
</tr>
<tr>
<td>October 17</td>
<td>Friday classes—makeup for Tuesday classes</td>
</tr>
<tr>
<td>November 20</td>
<td>Fall term ends—Thanksgiving recess</td>
</tr>
<tr>
<td>December 2</td>
<td>Winter term begins</td>
</tr>
<tr>
<td>December 5</td>
<td>Friday classes—makeup</td>
</tr>
<tr>
<td>December 18</td>
<td>Last day of classes—holiday recess</td>
</tr>
<tr>
<td>January 5</td>
<td>Classes resume</td>
</tr>
<tr>
<td>January 19</td>
<td>Martin Luther King Jr. Day holiday</td>
</tr>
<tr>
<td>January 23</td>
<td>Friday classes—makeup</td>
</tr>
<tr>
<td>February 26</td>
<td>Winter term ends</td>
</tr>
<tr>
<td>March 10</td>
<td>Spring term begins</td>
</tr>
<tr>
<td>March 13</td>
<td>Friday classes—makeup</td>
</tr>
<tr>
<td>April 10</td>
<td>Friday classes (for classes held on Thursdays)</td>
</tr>
<tr>
<td>May 14</td>
<td>Thursday classes end</td>
</tr>
<tr>
<td>May 20</td>
<td>Spring term ends</td>
</tr>
<tr>
<td>May 21</td>
<td>Commencement</td>
</tr>
</tbody>
</table>

This unofficial university calendar is offered for planning purposes only and is subject to change.
University Mission

The mission of Johnson & Wales University is to empower its diverse student body to succeed in today’s dynamic world by integrating general education, professional skills and career-focused education. To this end, the university employs its faculty, services, curricula and facilities to equip students with conceptual and practical tools required to become contributing members of society.

Graduate programs at Johnson & Wales University promote the perpetual career development of diverse professionals to meet the changing needs of the global marketplace.

Purposes of the University
Johnson & Wales University supports the following purposes in accordance with the mission:

• to enroll students with potential from varied backgrounds and to give them every opportunity to excel in their academic and professional lives
• to develop and assess sound programs and curricula that allow students to attain proficiencies in general education and relevant professional disciplines
• to evaluate and assess regularly the rigor of all academic programs
• to provide experiential education opportunities that are curriculum-driven and include practical experiences for students in every program
• to support diversity in the curriculum, activities and services for students, and in the employment of faculty and staff
• to provide students with the opportunities that support intellectual development, personal growth and civic engagement
• to monitor the external and internal environment of the university through regular and effective planning and assessment
• to hold each academic, administrative and support department accountable for the achievement of the mission
• to plan for and provide facilities and resources that meet the needs of students, faculty and staff

University Core Values
Johnson & Wales University is

Student Centered
We are strongly student centered, stressing personal development as well as career management skills.

Experientially Based
We integrate hands-on learning with a career-focused curriculum, to enable our students to gain real-world experience.

Industry Relevant
We are industry relevant, focusing both on the needs of our students and the needs of our students’ future employers.

Employment Focused
Our business is developing employment-ready, motivated graduates for world-class employers in all industries.

Globally Oriented
We respond to the increasingly global nature of business by fostering multiculturalism and providing an international educational experience.
Outcomes Assessment Statement of Purpose

The definition of a well-educated college graduate will continue to evolve throughout this new millennium. In accordance with our mission to empower students to succeed in today's dynamic world, and to become contributing members of society, Johnson & Wales University integrates general education, professional skills and career-focused education.

Johnson & Wales University is committed to outcomes assessment. Faculty and students are therefore part of an ongoing effort to determine and refine the effectiveness of instruction and learning. Names of individual students will not be used when reporting results.

Accreditation and Approvals

Johnson & Wales University is accredited by the New England Association of Schools and Colleges Inc. (NEAS&C), through its Commission on Institutions of Higher Education. Inquiries regarding the accreditation status by the New England Association of Schools and Colleges should be directed to the university's dean of academic administration. Individuals may also contact: Commission on Institutions of Higher Education, New England Association of Schools and Colleges, 209 Burlington Road, Bedford, MA 01730-1433, (617) 271-0022; E-mail: cihe@neasc.org.

Legal control is vested in the Board of Trustees.

In 2004, a new Teacher Education M.A.T. certification program was introduced at Johnson & Wales University to prepare candidates in the fields of business education, food service education, secondary special education, elementary education and elementary special education. This program is approved by the Rhode Island Department of Education.

The university is approved for the training of veterans. The university is an institutional member of Servicemembers Opportunity Colleges.

The university is authorized under federal law to enroll non-immigrant alien students.

The State of Rhode Island has chartered Johnson & Wales University as a nonprofit, degree-granting institution of higher learning.

Please refer to Page 60 for more information.
A Philosophy of Graduate Career Education

For decades, people have brought ideas and information to others in every corner of the globe. But while today’s technology can instantly transport us anywhere in the world, it is “education” that will move us into a future where goals can be achieved.

Whether your aim is for higher education or higher income, a graduate degree from Johnson & Wales University prepares you for worldwide success with universally required management, problem-solving and technical skills. Our career-focused curriculum positions you to be competitive for opportunities in business, industry and education.

Johnson & Wales graduate faculty are career-focused professionals dedicated to creating a positive learning experience for students.

The graduate school’s aim is to meet the diverse needs of the world market by providing programs that evolve through direct feedback from our students and the businesses that hire them.

The uniqueness of Johnson & Wales’ graduate programs attract students from around the globe — people who view career-focused education as the path to professional and personal success.

The Alan Shawn Feinstein Graduate School

The Alan Shawn Feinstein Graduate School offers afternoon classes on a limited basis and a full complement of evening classes, allowing students to complete their education on an evening schedule or choose to take afternoon classes when available.

Most students follow a traditional schedule, enrolling in two courses each term. All programs are presented in the traditional format schedule. The Graduate School also offers an accelerated schedule for students who do not need or have completed foundation courses and wish to graduate in less time. Students may only accelerate their schedule if they have a minimum 3.75 GPA.

Student Involvement

Graduate students are involved in event planning, community service and serve on graduate school committees. They also plan and organize graduate school social and educational activities.

The School of Education

The School of Education offers an M.Ed. in Teaching and Learning that enhances the skills of currently licensed teachers, as well as an M.A.T. program in Teacher Education that prepares candidates with the necessary skills and knowledge to apply for initial licensure in either Elementary Education, Business Education or Food Service Education. Students in the M.A.T. program also pursue a second licensure in either Elementary Special Education or Secondary Special Education.

The School of Education also offers an Ed.D. and a C.A.G.S. in Educational Leadership. These programs are presented on a unique Friday evening and Saturday schedule.

Individuals interested in any of the School of Education programs should contact the School of Education coordinator at 401-598-1993 or e-mail soe.pvd@jwu.edu to request a catalog.
**Special Features**

Advantages Johnson & Wales graduate students enjoy include:

- Convenient evening and some afternoon classes to accommodate any schedule
- Accelerated M.B.A. schedules for qualified students
- Three terms and summer sessions instead of two semesters, allowing students to complete more courses in less time
- A diverse student population representing more than 61 countries
- Student-focused faculty with esteemed academic and professional experience
- Flexible tuition payment arrangements
- Lifetime career placement service

**4+1 B.S./M.B.A. Program**

The five-year B.S./M.B.A. program allows you to earn a bachelor of science degree through the College of Business plus an M.B.A. in Global Business Leadership in just five years. You’ll do this by taking graduate-level courses during your senior year at Johnson & Wales while you complete your bachelor’s degree. These courses include:

- COMM5500 Strategic Communications
- MRKT5500 Strategic Services Marketing
- MGMT5800 Organizational Behavior for Effective Leadership

Not only will you save graduate-school tuition, but you’ll also earn your M.B.A. within a year of completing the bachelor’s degree program.

For more information, contact the Graduate Admissions Office at admissions.grad@jwu.edu or 401-598-1015.
Johnson & Wales University was founded in 1914 as a private, coeducational institution. Based on an educational philosophy that prepares students to enter the working world with solid foundations in their chosen careers, the university has grown to offer more than 60 academic programs culminating in associate, baccalaureate, master’s and doctorate degrees.

Total enrollment for the 2007–08 academic year exceeded 16,000 undergraduate and graduate students representing 50 states and 84 countries. Through its experienced, professional approach, the university has earned an international reputation in business, education and industry. In addition to the main campus in Providence, Rhode Island, Johnson & Wales presently offers undergraduate programs in North Miami, Florida; Denver, Colorado, and Charlotte, North Carolina.

In 1980, the Governor and General Assembly of the state of Rhode Island granted a Legislative Charter to the university, authorizing the awarding of advanced degrees.

Presently, the Alan Shawn Feinstein Graduate School offers an M.B.A. in Global Business Leadership with concentrations in Accounting, Financial Management, International Trade, Marketing and Organizational Leadership, and an M.B.A. in Hospitality with concentrations in Event Leadership and Marketing. It also offers a C.A.G.S. in Finance, Human Resources Management and Hospitality.

The School of Education offers an M.A.T. in Teacher Education that prepares prospective teachers for dual certification in both special education and general education. It also offers an M.Ed. in Teaching and Learning for certified teachers. An Ed.D and a C.A.G.S. in Educational Leadership are also offered in higher education and elementary/secondary education.

The City of Providence
Johnson & Wales University’s main campus is located in Providence, Rhode Island, on the East Coast of the United States. Providence is New England’s second largest city, but retains its historic charm in combination with the resources of a cultural, business and industrial center. An hour from Boston, Massachusetts, and less than four hours from New York City, Providence is also within easy reach of such well-known vacation spots as Newport, Rhode Island, and Cape Cod, Massachusetts.

A true city campus, Johnson & Wales’ facilities are located throughout Providence, which provides students with a wide variety of educational, recreational and social activities. Johnson & Wales students enjoy many local restaurants and shops and are able to take advantage of a myriad of theater, music and performance opportunities. From museums to sporting events, Broadway shows to shopping, Providence offers something for everyone.

Interstate buses and trains are near Johnson & Wales’ Downcity Campus, as is the T.F. Green State Airport, served by most major domestic U.S. airlines. This airport is also close to the Radisson Airport Hotel, which is a practical property at JWU.
Johnson & Wales University takes great pride in its international student population. Approximately 50 percent of the graduate student population is international, representing 49 countries.

International students can be met by a JWU representative when they arrive at the Providence airport, train depot or bus station. They are then brought to the Radisson Airport Hotel, where they can stay free-of-charge for up to two nights.

**International Housing Options and Assistance**

JWU graduate students may live on or off campus and are assisted by an International Housing Coordinator, who helps international students find suitable housing and assists with identifying a roommate (if desired), turning on utilities, and purchasing the items needed to furnish an apartment. On-campus housing options for graduate students include our newly-built Harborside Village, which offers fully-furnished apartments with single bedrooms.

**International Orientation**

All international students are required to attend an information session which introduces the network of support services the university provides to ensure personal and academic success. University and government regulations and guidelines pertaining to international students will also be defined and discussed.

**International Club**

The Johnson & Wales International Club offers educational, recreational, cultural, social and professional activities. It exists to promote cultural understanding through friendship and to contribute to the quality of student life outside the classroom. The club is open to all JWU students, faculty and staff. The International Club relies on its members to plan, organize and execute its activities.

**English Language Institute**

The English as a Second Language (ESL) program provides year-round instruction in English language proficiency. Students who do not meet the Test of English as a Foreign Language (TOEFL) requirement with a score of 550 on the written TOEFL, 210 on the computerized TOEFL, or 80 on the Internet-based TOEFL — or the Michigan English Language Assessment Battery (MELAB) test requirement with a score of 77 or the International English Language Test System (IELTS) requirement with a score of 6.5 — will enter JWU’s ESL program where they will develop the language skills required to succeed in JWU graduate programs as well as in the community.
Some of the countries represented by our graduate students and alumni:

Austria  Kenya
Australia  Korea
Bahamas  Malaysia
Bangladesh  Morocco
Belgium  Nepal
Brazil  Netherland Antilles
Canada  Nigeria
Colombia  Pakistan
Costa Rica  Panama
Denmark  Philippines
Dominican Republic  P.R. China
Egypt  Russia
France  Saudi Arabia
Gabon  Sweden
Germany  Taiwan
Guatemala  Thailand
Honduras  Turkey
Hong Kong  Uganda
Indonesia  United Kingdom
India  Uzbekistan
Israel  Venezuela
Italy  Vietnam
Japan

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As business becomes more competitive on a global basis, the Johnson & Wales University’s advanced M.B.A. degree programs in Global Business Leadership and Hospitality are your essential tools for career advancement. These dynamic degree programs provide you with fundamental business leadership skills needed to foster your professional growth. In addition, the programs’ career development focus offers you the added value of having career-oriented and career-committed faculty and staff guide you toward future success.

The M.B.A. programs help ensure your future long-term success by incorporating critical career building tools throughout the curriculum, as opposed to other M.B.A. programs where career development is a separate or additional program. Every course, special program and resource focuses on helping you acquire the professional tools you need to advance your career now and in the future.

Cooperative Education
Serve as a paid member of the staff within a carefully selected organization in the U.S. or abroad under the supervision of a faculty member and co-op coordinator. You will be placed within an organization that directly supports your current and future career goals.

Concentrations
Concentrations within the M.B.A. programs allow you to focus your skills and experiences to demonstrate your unique abilities to current and future employers. They are as follows.

For the M.B.A. in Global Business Leadership:
• Accounting: Earn the 150 hours of advanced study required to take the Uniform C.P.A. examination after completing the concentration.
• Financial Management: Participate in hands-on projects that lead to mastery in financial analysis, process re-engineering, and other important in-demand financial management skills. You can also opt to take a Series 7 certification course.
• International Trade: Develop new strategies in international banking, multinational corporations and international consulting firms to maximize your potential in the global economy.
• Marketing: Create and execute marketing strategies that get results.
• Organizational Leadership: Lead organizations to achieve high quality performance with committed and skilled team members.
For the M.B.A. in Hospitality:
- Event Leadership: Receive advanced and experiential training in event strategic management, human resource development, operational quality control, risk assessment and control, and the essential resources for finding solutions to complex problems.
- Marketing: Gain experience in advertising, promotion and E-commerce, and explore advanced marketing research within various sectors of the hospitality and tourism industry.

M.B.A. Degree Requirements
Students are required to complete a minimum of 54 units of credit with a 3.0 or higher cumulative GPA to complete their M.B.A. program. This is the equivalent of 12 courses. Prerequisite and foundation courses must be completed prior to registering for core and concentration classes.

Lifelong Career Success
The Alan Shawn Feinstein Graduate School at Johnson & Wales University provides you with the tools and experiences to develop lifelong career success. To further assist you and help foster your advancement, the university’s Career Development Office provides you with free, lifetime career counseling and placement services.

“I believe that the population of JWU international students combined with the experienced JWU professors gives me an education and experience I don’t think I could find at any other university.”

— Vanessa Karlsson, Sweden
Global Business M.B.A.

Frank Pontarelli
Dean

Dr. Pontarelli began his career as a business teacher at North Providence High School to experience teaching firsthand and bring him one step closer to his goal of a career in educational administration. He worked for the Rhode Island Department of Education for almost 25 years, climbing the ranks to a position as director of administration and finance at which he oversaw a staff of 55 within the agency and 875 statewide.

In 1995 Pontarelli was the executive director for policy at the Rhode Island House of Representatives, conducting research projects on major topics such as the economy, educational reform and health care. He was also the first special state administrator for the Central Falls school system. While holding several leadership positions over his 30-year career, Pontarelli still found the time to teach education and management courses at colleges throughout Rhode Island. He joined Johnson & Wales in 2000 to direct the Center for Education and teach courses within its doctoral program. Today he is the dean of the graduate school, working to enhance the career education components of M.B.A. degree programs so that students can be well on their way to reaching their career goals when they graduate.
Pre-M.B.A. Program

The Pre-M.B.A. program at Johnson & Wales University is designed for outstanding international students who have completed a three-year bachelor’s degree in countries where the three-year bachelor’s degree is considered the dominant degree in specific areas of study. Students with a three-year degree may be exempt from the Pre M.B.A. program if they can demonstrate the completion of three full years of work experience after earning a bachelor’s degree.

The program provides qualified three-year bachelor’s degree holders the opportunity through a Pre-M.B.A. schedule of undergraduate courses to equate their education to a four-year U.S. bachelor’s degree while fulfilling M.B.A. program prerequisites.

Students successfully completing the Pre-M.B.A. program with a grade point average (GPA) of 3.0 on a scale of 4.0 will enroll directly into their selected concentration.

Eligibility

Pre-M.B.A. students can only enroll in the fall term (September) and only at the Providence Campus.

Applicants to the Pre-M.B.A. program must hold a three-year bachelor’s degree from a recognized university with a minimum cumulative grade point average (GPA) of at least 3.00 on a scale of 4.00 (e.g., Second Class). They must also submit a passing TOEFL score or equivalent. Refer to the English Proficiency Requirements on Page 35 for more information.

Application Procedure

Refer to the International Admissions Requirements section on Page 34.

Please note: Students accepted to the Pre-M.B.A. program cannot transfer to the M.B.A. program without first completing all Pre-M.B.A. program requirements.

Scholarships

Student can earn up to $6,500 in scholarships towards tuition at Johnson & Wales University.

All students admitted to the Pre-M.B.A. program will receive a nonrenewable, one-time, $2,000 Pre-M.B.A. scholarship awarded for one academic year (fall, winter and spring) starting with the fall term. Applicants may also receive up to $2,500 in additional nonrenewable scholarship funds based on their academic transcripts.

Students who successfully complete the Pre-M.B.A. program with the required minimum 3.0 GPA needed to enter the M.B.A. program will receive an additional nonrenewable $2,000 M.B.A. scholarship awarded over the length of the program.

M.B.A. Eligibility

Students can only enroll in the Graduate School upon successful completion of the Pre-M.B.A. program with a minimum grade point average (GPA) of 3.0 on a 4.0 scale.

Course Requirements

This program requires that a minimum of 10 undergraduate courses be taken by the student at Johnson & Wales University.

Course substitutions may be approved based on previous study, but no exemptions will be made which result in a reduced number of required courses.

Pre-M.B.A. course descriptions are listed in the undergraduate catalog, which is available online at http://www.jwu.edu/sas/catalog/0809/ri.htm
## Pre-M.B.A. Program

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON1901</td>
<td>Honors Economics</td>
<td>4.5</td>
</tr>
<tr>
<td>ECON2002</td>
<td>Microeconomics (or higher)</td>
<td>4.5</td>
</tr>
<tr>
<td>ENG1020</td>
<td>English Composition</td>
<td>4.5</td>
</tr>
<tr>
<td>ENG1021</td>
<td>Advanced Composition &amp; Communication</td>
<td>4.5</td>
</tr>
<tr>
<td>FIT1020</td>
<td>Information Technology for Business Professionals II</td>
<td>4.5</td>
</tr>
<tr>
<td>FIT1030</td>
<td>Computers in a Business Environment</td>
<td>4.5</td>
</tr>
<tr>
<td>LAW3002</td>
<td>Legal Environment of Business II</td>
<td>4.5</td>
</tr>
<tr>
<td>LAW3055</td>
<td>International Law</td>
<td>4.5</td>
</tr>
<tr>
<td>LAW3010</td>
<td>Business Law for Accountants</td>
<td></td>
</tr>
<tr>
<td>LEAD2001</td>
<td>Foundations of Leadership Studies (or higher)</td>
<td>4.5</td>
</tr>
<tr>
<td>MATH2001</td>
<td>Statistics (or higher)</td>
<td>4.5</td>
</tr>
<tr>
<td>MRKT3040</td>
<td>Electronic Commerce</td>
<td>4.5</td>
</tr>
<tr>
<td>MRKT2050</td>
<td>Qualitative Research</td>
<td>4.5</td>
</tr>
<tr>
<td>MRKT3011</td>
<td>Direct Marketing</td>
<td>4.5</td>
</tr>
<tr>
<td>PHIL3020</td>
<td>Logic: Critical Thinking</td>
<td>4.5</td>
</tr>
<tr>
<td>PHIL3040</td>
<td>Ethics of Business Leadership</td>
<td>4.5</td>
</tr>
<tr>
<td>Social Sci.</td>
<td>Any course with a PSCI or PSYC or SOC attribute</td>
<td>4.5</td>
</tr>
</tbody>
</table>

**Total Quarter Credit Hours** 45.0

## Graduates from a Non-Business Major

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>ACCT1021</td>
<td>Business Accounting I and Lab</td>
<td>4.5</td>
</tr>
<tr>
<td>ACCT1022</td>
<td>Business Accounting II and Lab</td>
<td>4.5</td>
</tr>
<tr>
<td>ECON1901</td>
<td>Honors Economics</td>
<td>4.5</td>
</tr>
<tr>
<td>ECON2002</td>
<td>Microeconomics (or higher)</td>
<td>4.5</td>
</tr>
<tr>
<td>ENG1020</td>
<td>English Composition</td>
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<tr>
<td>ENG1021</td>
<td>Advanced Composition &amp; Communication</td>
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<tr>
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<td>Information Technology for Business Professionals II</td>
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<tr>
<td>FIT1030</td>
<td>Computers in a Business Environment</td>
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<tr>
<td>HOSP3050</td>
<td>Hospitality Marketing</td>
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<tr>
<td>MRKT1001</td>
<td>Principles of Marketing</td>
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<td>IBUS1001</td>
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<td>MGMT2020</td>
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<tr>
<td>LAW2001</td>
<td>Legal Environment of Business</td>
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<tr>
<td>LAW2010</td>
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<tr>
<td>MATH2001</td>
<td>Statistics</td>
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</tbody>
</table>

**Total Quarter Credit Hours** 45.0

**NOTES:**
- Students choosing the Hospitality M.B.A. program should take LAW2010 Hospitality Law instead of a business law course.
- Those choosing the Event Leadership concentration should add SEE2020 Event Management to their Pre-M.B.A. program; it may be substituted for a previously completed course.
M.B.A. in Global Business Leadership with Concentrations

Accounting Concentration
The M.B.A. in Global Business Leadership with a concentration in Accounting provides the opportunity for advanced study in management and accounting. Successful completion of this program prepares individuals to pursue high-level careers in accounting and/or management positions both in private industry and in public accounting firms. Building on students’ preexisting foundation in accounting, this advanced program enables students to develop theoretical knowledge while learning how advanced accounting principles and techniques are applied in practice. Research techniques that successful practitioners use are also covered.

This program is designed to meet the 150 hours of advanced study requirement that candidates must satisfy to take the Uniform C.P.A. Examination.

Prerequisite and foundation courses should be completed prior to registering for core and concentration classes.

Financial Management Concentration
The M.B.A. in Global Business Leadership with a concentration in Financial Management has been designed for people who are adept at working with numbers and wish to develop expertise in analyzing the financial dimensions of business decisions. The courses in this concentration provide students with the analytical concepts and diagnostic skills they need to participate in high-level strategic sessions with top management. Through participation in hands-on projects, students learn how to apply these financial skills to real-world problems.

The Financial Management concentration prepares students for a wide variety of careers in domestic and global enterprises, both for-profit and non-profit. Graduates may wish to apply their knowledge of advanced financial tools to careers directly in the field of financial management by working for chief financial officers or vice presidents of finance. Careers in business consulting areas such as strategic financial planning or in allied fields that draw on financial analysis, such as process re-engineering, are also a possibility. Depending upon prior business experience, graduates may obtain top financial officer positions. A background in financial management can be a strong asset for eventually becoming the head of a domestic or global enterprise.

### Accounting Concentration*

<table>
<thead>
<tr>
<th>Prerequisite Courses</th>
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<tbody>
<tr>
<td>Courses offered through the undergraduate College of Business</td>
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<tr>
<td>ACCT2021 Intermediate Accounting I**</td>
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<td>ACCT2022 Intermediate Accounting II</td>
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<td>ACCT2023 Intermediate Accounting III</td>
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<td>ACCT3011 Federal Taxes I</td>
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<tr>
<td>ACCT3040 Auditing</td>
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<td>ACCT3050 Advanced Accounting</td>
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<td>LAW3010 Business Law for Accountants</td>
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<table>
<thead>
<tr>
<th>Foundation Courses</th>
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<tbody>
<tr>
<td>ECON5000 Economics in the Global Economy</td>
<td>4.5</td>
</tr>
<tr>
<td>COMM5000 Effective Communication</td>
<td>4.5</td>
</tr>
<tr>
<td>MATH5000 Quantitative Analysis for Problem Solving and Decision Making</td>
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<tr>
<td>MGMT5000 Management and the Global Economy</td>
<td>4.5</td>
</tr>
<tr>
<td>MGMT5019 Career Assessment and Planning</td>
<td>2.25</td>
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<tr>
<td>MRKT5010 Marketing Concepts</td>
<td>4.5</td>
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</table>

Note: All prerequisite courses must be completed prior to or concurrently with foundation courses.

<table>
<thead>
<tr>
<th>Core Courses</th>
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<tbody>
<tr>
<td>COMM5500 Strategic Communication</td>
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<td>RSCH5500 Research and Analysis</td>
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<td>RSCH5510 Conduct of Inquiry</td>
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<td>MGMT5700 Professional Ethics</td>
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<td>FISV5600 Financial Management</td>
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<tr>
<td>MGMT5800 Organizational Behavior for Effective Leadership</td>
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<td>MRKT5500 Strategic Services Marketing</td>
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<tr>
<td>ACCT6001 Accounting Theory</td>
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<tr>
<td>ACCT6002 Professional Ethics for Accountants</td>
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</tr>
<tr>
<td>ACCT6003 Advanced Auditing</td>
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<tr>
<td>ACCT6004 Accounting Information Systems</td>
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<tr>
<td>ACCT6020 Individual Taxation</td>
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<tr>
<td>ACCT6021 Corporate Taxation</td>
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<td>LAW6000 Law for Accountants</td>
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<table>
<thead>
<tr>
<th>Career Capstone Course</th>
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</tr>
</thead>
<tbody>
<tr>
<td>MGMT6800 Business Policy and Strategy</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 54.0–110.25

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing and CPA requirements.

**Prior to enrolling in ACCT2021, students must have completed ACCT5000 (Corporate Financial Accounting), or ACCT1001 (Accounting I) and ACCT1002 (Accounting II).
Effective business decision-making is founded on objective research and the accurate translation of data into usable knowledge. Developing and implementing valid and unbiased research studies to assist organizations in their decision-making processes has been the basis of Dr. Boyd’s career.

At the Wharton School of the University of Pennsylvania, Boyd earned his Doctor of Philosophy in Social Systems Sciences. Since then, he has been involved in a variety of marketing and public policy research projects, including policy research for Fortune 100 companies and a large-scale public study of telecommuting. He founded a contract research advisory firm that specializes in research project management, methodology, statistical analysis and organizational development services. Most recently, he was the research director for a pioneering Web-based marketing research firm.

Today, Dr. Boyd teaches research, analysis and marketing courses. His research interests involve the development of strategic organizational processes to serve as antidotes to ‘groupthink’.

---

| Foundation Courses | | | |
|-------------------|------------------|-----------------|
| ACCT5000          | Corporate Financial Accounting | 4.5 |
| ECON5000          | Economics in the Global Economy | 4.5 |
| COMM5000          | Effective Communication | 4.5 |
| MATH5000          | Quantitative Analysis for Problem Solving and Decision Making | 4.5 |
| MGMT5000          | Management and the Global Economy | 4.5 |
| MGMT5019          | Career Assessment and Planning | 2.25 |
| MRKT5010          | Marketing Concepts | 4.5 |

| Core Courses | | | |
|------------------|------------------|-----------------|
| COMM5500         | Strategic Communication | 4.5 |
| RSCH5500         | Research and Analysis | 4.5 |
| RSCH5510         | Conduct of Inquiry | 2.25 |
| RSCH5520         | Research and Analysis II | 4.5 |
| MGMT5700         | Professional Ethics | 2.25 |
| FISV5600         | Financial Management | 4.5 |
| MGMT5800         | Organizational Behavior for Effective Leadership | 4.5 |
| MRKT5500         | Strategic Services Marketing | 4.5 |

| Concentration Courses | | | |
|-----------------------|------------------|-----------------|
| FISV6030              | Financial Reporting & Control | 4.5 |
| FISV6020              | Tax Planning for the Financial Manager | |
| FISV6035              | Mergers and Valuations | |
| FISV6041              | Finance Special Topics | |
| FISV6050              | Strategic Financial Planning | |
| FISV6055              | Series 7 Preparation | |
| FISV6056              | Fundamentals of Investing and Portfolio Management | |
| GRAD6093             | Graduate Career Co-op | |

| Choose three | | | |
|------------------|------------------|-----------------|

| Career Capstone Course | | | |
|------------------------|------------------|-----------------|
| MGMT6800              | Business Policy and Strategy | 4.5 |

| Total Quarter Credit Hours | | | |
|-----------------------------|------------------|-----------------|

54.0–83.25

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing.
**International Trade Concentration**

The M.B.A. in Global Business Leadership with a concentration in International Trade prepares students to work directly in various fields, such as importing and exporting, marketing or international banking, or in one of the many related fields that draw on this expertise. Students in the International Trade concentration develop the skills needed for careers that focus on trade-related issues in international banking, multinational corporations and international consulting firms.

Students in this concentration learn how to establish businesses that involve international trade, ranging from firms that advise clients on aspects of international trade to companies that directly import or export products.

Careers in government are also a possibility for International Trade concentration graduates, including jobs in domestic agencies that regulate trade (U.S. Customs, Food & Drug Administration, and the Federal Trade Administration) and jobs in multinational government agencies, such as the International Monetary Fund, the World Bank and the World Trade Organization.

**International Trade Concentration***

<table>
<thead>
<tr>
<th>Foundation Courses*</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT5000</td>
<td>Corporate Financial Accounting 4.5</td>
</tr>
<tr>
<td>ECON5000</td>
<td>Economics in the Global Economy 4.5</td>
</tr>
<tr>
<td>COMM5000</td>
<td>Effective Communication 4.5</td>
</tr>
<tr>
<td>MATH5000</td>
<td>Quantitative Analysis for Problem Solving and Decision Making 4.5</td>
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<tr>
<td>MGMT5000</td>
<td>Management and the Global Economy 4.5</td>
</tr>
<tr>
<td>MGMT5019</td>
<td>Career Assessment and Planning 2.25</td>
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<tr>
<td>MRKT5010</td>
<td>Marketing Concepts 4.5</td>
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</table>

<table>
<thead>
<tr>
<th>Core Courses</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>COMM5500</td>
<td>Strategic Communication 4.5</td>
</tr>
<tr>
<td>RSCH5500</td>
<td>Research and Analysis 4.5</td>
</tr>
<tr>
<td>RSCH5510</td>
<td>Conduct of Inquiry 2.25</td>
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<tr>
<td>MGMT5700</td>
<td>Professional Ethics 2.25</td>
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<tr>
<td>MGMT5800</td>
<td>Organizational Behavior for Effective Leadership 4.5</td>
</tr>
<tr>
<td>RISV5600</td>
<td>Financial Management 4.5</td>
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<tr>
<td>MRKT5500</td>
<td>Strategic Services Marketing 4.5</td>
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<table>
<thead>
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<tbody>
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<td>IBUS6000</td>
<td>Cross Cultural Leadership</td>
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<tr>
<td>IBUS6020</td>
<td>International Business Negotiations</td>
</tr>
<tr>
<td>IBUS6030</td>
<td>European Union and the World Community</td>
</tr>
<tr>
<td>IBUS6035</td>
<td>Global Trade and Finance</td>
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<tr>
<td>IBUS6041</td>
<td>International Trade Special Topics</td>
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<tr>
<td>IBUS6045</td>
<td>International Relations and Organizations</td>
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<tr>
<td>GRAD6093</td>
<td>Graduate Career Co-op</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Career Capstone Course</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MGMT6800 Business Policy and Strategy 4.5</td>
<td></td>
</tr>
</tbody>
</table>

**Total Quarter Credit Hours** 54.0–83.25

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing.*
Marketing Concentration

The M.B.A. in Global Business Leadership with a concentration in Marketing prepares students to pursue successful careers in the field of marketing in a very practical way. Under the guidance of experienced practitioners, students in this major frequently participate in hands-on projects that teach the application of state-of-the-art marketing techniques. The concentration focuses on marketing in the context of providing strategic direction to an enterprise. As a result of this approach, our graduates’ marketing advice is highly valued by both clients and top management.

Because of the fast-paced, ever-changing and creative nature of marketing, the courses in this concentration are always challenging. Students who are ready to meet the challenges will find themselves well prepared for a wide variety of careers in marketing, achieving positions as marketing consultants, employees for the marketing department of domestic or international corporations, and marketing specialists for non-profit organizations.

The traditional Marketing program is offered on an evening schedule with limited core courses available during the afternoon.

Organizational Leadership Concentration

The M.B.A. in Global Business Leadership with a concentration in Organizational Leadership fulfills the educational needs of a broad spectrum of individuals seeking to further develop and refine their leadership and management skills. This program is specifically designed for people who are looking to prepare themselves for larger management responsibilities.

The courses in this concentration focus on how to apply state-of-the-art leadership techniques that get results. Students receive a solid grounding in the advanced concepts of organizational and leadership theory and learn to apply these concepts through a variety of experiential exercises.

<table>
<thead>
<tr>
<th>Foundation Courses</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT5000 Corporate Financial Accounting</td>
<td>4.5</td>
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<tr>
<td>ECON5000 Economics in the Global Economy</td>
<td>4.5</td>
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<td>COMMS5000 Effective Communication</td>
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<tr>
<td>MATH5000 Quantitative Analysis for Problem Solving and Decision Making</td>
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<tr>
<td>MGMT5000 Management and the Global Economy</td>
<td>4.5</td>
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<tr>
<td>MGMT5019 Career Assessment and Planning</td>
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<tr>
<td>MRKT5010 Marketing Concepts</td>
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<table>
<thead>
<tr>
<th>Core Courses</th>
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<tbody>
<tr>
<td>COMM5500 Strategic Communication</td>
<td>4.5</td>
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<tr>
<td>RSCH5500 Research and Analysis</td>
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<tr>
<td>RSCH5510 Conduct of Inquiry</td>
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<tr>
<td>RSCH5520 Research and Analysis II</td>
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<tr>
<td>MGMT5700 Professional Ethics</td>
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<td>MRKT5500 Strategic Services Marketing</td>
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<td>MGMT5800 Organizational Behavior for Effective Leadership</td>
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Choose four of the following courses: 18.0

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<td>MRKT6035 Brand Management</td>
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<td>MRKT6040 eCommerce Strategies</td>
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<td>MRKT6045 Global Marketing</td>
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Career Capstone Course

| GRAD6093 Graduate Career Co-op |         |

Total Quarter Credit Hours: 54.0–83.25

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing.
Organizational Leadership Concentration*

Foundation Courses

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>ACCT5000</td>
<td>Corporate Financial Accounting</td>
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<td>Quantitative Analysis for Problem Solving and Decision Making</td>
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<td>MGMT5000</td>
<td>Management and the Global Economy</td>
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<td>Career Assessment and Planning</td>
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<tr>
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Concentration Courses

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<td>MGMT6015</td>
<td>Operations Management</td>
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<td>MGMT6020</td>
<td>Leading Organizational Change</td>
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<tr>
<td>MGMT6030</td>
<td>Entrepreneurship</td>
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<td>MGMT6041</td>
<td>Management Special Topics</td>
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<td>MGMT6050</td>
<td>Labor Relations</td>
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<td>MGMT6055</td>
<td>Legal Issues in Human Resources</td>
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<td>GRAD6093</td>
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Total Quarter Credit Hours 54.0–83.25

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing.

Joanne M. Crossman
Professor

Communication is a fascinating art; critically important to our personal and professional success, yet infinitely influenced by people and circumstances. Dr. Crossman has studied and practiced this art in various capacities as a public relations specialist, education consultant, national conference speaker, author, small business owner, and for the past 19 years, an educator at Johnson & Wales University.

Ever since she was a child, Crossman knew that she was destined to become an educator. She found a unique opportunity at Johnson & Wales University to share her expertise in communication and education and to fulfill her passion for teaching and learning. She describes herself as demanding yet principled. Her students describe her classes as challenging and characterize her as a compassionate and dedicated teacher. She inspires her students to strive for success, but never to settle.

As a full professor, Crossman teaches communication courses in the Alan Shawn Feinstein Graduate School, serves on numerous committees, teaches in the School of Education’s doctoral program, and serves as an advisor to JWU doctoral candidates. She founded and is a vice president of the JWU Voice of Leadership Toastmasters Club. Her research interests include andragogy, co-authoring, learning styles and outcomes assessment.
M.B.A. in Hospitality with Concentrations

Johnson & Wales University is the largest educator of hospitality professionals in North America. Economists recognize the global hospitality industry as the largest industry in the world and one of the fastest growing fields for future employment.

Through the M.B.A. program in Hospitality, you will acquire the skills and experiences needed to provide exemplary leadership for hospitality-related organizations throughout the world, including Marriott and Compass Group.

Prerequisite and foundation courses should be completed prior to registering for core and concentration courses.

Specialized hospitality concentrations provide the advanced training and knowledge needed to secure employment positions in these growing areas.

Event Leadership Concentration
Graduates in this M.B.A. concentration in the high-demand field of event leadership may seek higher-level positions within global organizations that require M.B.A. core curricular skills as well as strategic planning and management expertise within the event field. Employment opportunities for this M.B.A. program are boundless, but some job titles include director of meetings and conventions, manager of expositions, producer of sport events, and director of special events for attractions and festivals.

Marketing Concentration
In the highly competitive hospitality and tourism industry, professional marketers are needed to conduct high-level research, develop effective strategies, enhance revenues from strategic channels, and evaluate marketing outcomes. From marketing exotic travel destinations to promoting world-class attractions, there are innumerable opportunities for skilled and experienced marketing professionals.
Caroline Cooper  
Professor

Dr. Cooper’s career began in the food service industry, where she ultimately owned a food service consulting company. In 1978 she joined the faculty of Johnson & Wales’ Hospitality College and became dean after holding a variety of leadership positions within the college. Cooper’s progressive leadership style helped The Hospitality College become a nationally recognized program for quality and the nation’s largest hospitality educator with more than 2,700 students. In 2001 she joined the university’s Advancement Office, helping to secure more than $17 million in university donations.

Cooper has held such prestigious positions as delegate to the White House Conference on Travel & Tourism and president of the International Council on Hotel, Restaurant and Institutional Education (CHRIE). She has been a trustee for the American Hotel & Lodging Foundation and the Educational Institute of the American Hotel & Lodging Association (AH&LA). She also chairs the Certification Commission for the Educational Institute of AH&LA.

Cooper’s accomplishments have been recognized with many prestigious awards, including the Howard B. Meek award for lifetime contribution to hospitality and tourism education.

Cooper returned to the classroom in 2004 to teach hospitality management and hospitality finance graduate courses, sharing her experience within the hospitality field so that her students can succeed.
# Hospitality (M.B.A.)*

## Prerequisite Courses
Courses offered through the undergraduate hospitality and business colleges

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAW2010</td>
<td>Hospitality Law</td>
<td>4.5</td>
</tr>
<tr>
<td>SEE2020</td>
<td>Event Management**</td>
<td>4.5</td>
</tr>
</tbody>
</table>

## Foundation Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT5000</td>
<td>Corporate Financial Accounting</td>
<td>4.5</td>
</tr>
<tr>
<td>ECON5000</td>
<td>Economics in the Global Economy</td>
<td>4.5</td>
</tr>
<tr>
<td>COMM5000</td>
<td>Effective Communication</td>
<td>4.5</td>
</tr>
<tr>
<td>HOSP5000</td>
<td>Hospitality and Tourism Information Technology</td>
<td>4.5</td>
</tr>
<tr>
<td>MATH5000</td>
<td>Quantitative Analysis for Problem Solving and Decision Making</td>
<td>4.5</td>
</tr>
<tr>
<td>MGMT5000</td>
<td>Management and the Global Economy</td>
<td>4.5</td>
</tr>
<tr>
<td>MGMT5019</td>
<td>Career Assessment and Planning</td>
<td>2.25</td>
</tr>
<tr>
<td>MRKT5010</td>
<td>Marketing Concepts</td>
<td>4.5</td>
</tr>
</tbody>
</table>

## Core Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM5500</td>
<td>Strategic Communication</td>
<td>4.5</td>
</tr>
<tr>
<td>RSC5500</td>
<td>Research and Analysis</td>
<td>4.5</td>
</tr>
<tr>
<td>MRKT5500</td>
<td>Strategic Services Marketing</td>
<td>4.5</td>
</tr>
<tr>
<td>MGMT5800</td>
<td>Organizational Behavior for Effective Leadership</td>
<td>4.5</td>
</tr>
<tr>
<td>MGMT5600</td>
<td>Human Resource Issues</td>
<td>4.5</td>
</tr>
</tbody>
</table>

## Program Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOSP5500</td>
<td>Hospitality and Tourism Global Issues</td>
<td>4.5</td>
</tr>
<tr>
<td>HOSP5600</td>
<td>Hospitality and Tourism Financial Management</td>
<td>4.5</td>
</tr>
</tbody>
</table>

## Concentration Courses***
Students must take four courses from any one of the following concentrations. 18.0

### Event Leadership Concentration****

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVNT6000</td>
<td>Event Leadership</td>
<td></td>
</tr>
<tr>
<td>EVNT6020</td>
<td>Event Operations and Risk Management</td>
<td></td>
</tr>
<tr>
<td>EVNT6030</td>
<td>Event Marketing &amp; Global Meetings/Exhibitions</td>
<td></td>
</tr>
<tr>
<td>IBUS6020</td>
<td>International Business Negotiations</td>
<td></td>
</tr>
<tr>
<td>MGMT6030</td>
<td>Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>GRAD6093</td>
<td>Graduate Career Co-op</td>
<td></td>
</tr>
</tbody>
</table>

| Elective    | One elective course from any concentration | |

### Marketing Concentration

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOSP6030</td>
<td>Franchising and Licensing</td>
<td></td>
</tr>
<tr>
<td>MRKT6010</td>
<td>Advertising &amp; Promotions Strategies</td>
<td></td>
</tr>
<tr>
<td>MRKT6030</td>
<td>Advanced Marketing Research</td>
<td></td>
</tr>
<tr>
<td>MRKT6035</td>
<td>Brand Management</td>
<td></td>
</tr>
<tr>
<td>MRKT6040</td>
<td>e-Commerce Marketing Strategies</td>
<td></td>
</tr>
<tr>
<td>GRAD6093</td>
<td>Graduate Career Co-op</td>
<td></td>
</tr>
</tbody>
</table>

| Elective    | One elective course from any concentration | |

### Career Capstone Course

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOSP6800</td>
<td>Hospitality and Tourism Business Policy and Strategy</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 54.0–96.75

*Students should always check with their academic counselor and/or academic planner before scheduling courses to ensure correct course sequencing.

**This course is only a prerequisite for Event Leadership concentration students who have less than two years of professional experience.

***Not offered every term.

****At least two of the four courses selected must be EVNT courses.
Certificate of Advanced Graduate Studies (C.A.G.S.)

Set yourself apart from other M.B.A. graduates entering your workplace and enhance your skills in new areas by pursuing a C.A.G.S. in either Finance, Human Resources Management or Hospitality.

As a C.A.G.S. student, you’ll advance and broaden your knowledge in specific subject areas that are important to your job performance and career development. You’ll gain an edge in a competitive marketplace that not only requires strong business fundamentals but also cutting edge knowledge.

Besides receiving a quality JWU graduate education, you’ll reap the benefits of these career services:

• Executive Coaching: Enhance your effectiveness on the job with your own executive career coach.
• Career Assistance: Manage your career with the help of our experienced graduate faculty and career professionals.
• Professional Development: Develop success-critical personal qualities and skills through a curriculum that is more than just a series of business classes.
• Networking Opportunities: Network with alumni and local business executives for continued career success.

Admission Requirements
Candidates must be fully qualified professionally, and hold a master’s degree in business administration or a certification or its equivalent in business and/or law or other related areas. Candidates holding a non-business degree may be required to take foundation courses.

Finance (C.A.G.S.)

<table>
<thead>
<tr>
<th>Major Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choose five of the following courses, from which none have been completed previously:</td>
</tr>
<tr>
<td>FISV5600 Financial Management 4.5</td>
</tr>
<tr>
<td>FISV6020 Tax Planning for the Financial Manager 4.5</td>
</tr>
<tr>
<td>FISV6030 Financial Reporting and Control 4.5</td>
</tr>
<tr>
<td>FISV6050 Strategic Financial Planning 4.5</td>
</tr>
<tr>
<td>FISV6056 Fundamentals of Investing and Portfolio Management 4.5</td>
</tr>
<tr>
<td>IBUS6035 Global Trade and Finance 4.5</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 22.5

Human Resources Management (C.A.G.S.)

<table>
<thead>
<tr>
<th>Major Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choose five of the following courses, from which none have been completed previously:</td>
</tr>
<tr>
<td>MGMT5600 Human Resource Issues 4.5</td>
</tr>
<tr>
<td>MGMT6050 Labor Relations 4.5</td>
</tr>
<tr>
<td>MGMT6055 Legal Issues in Human Resources 4.5</td>
</tr>
<tr>
<td>MGMT6060 Facilitating Adult Learning and Professional Development 4.5</td>
</tr>
<tr>
<td>MGMT6065 Wage and Salary Administration 4.5</td>
</tr>
<tr>
<td>Elective MGMT-designated elective at the 6000 level or higher 4.5</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 22.5

Hospitality (C.A.G.S.)

<table>
<thead>
<tr>
<th>Major Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOSP5500 Hospitality and Tourism Global Issues 4.5</td>
</tr>
<tr>
<td>HOSP5600 Hospitality and Tourism Financial Management 4.5</td>
</tr>
<tr>
<td>HOSP6030 Franchising and Licensing 4.5</td>
</tr>
<tr>
<td>HOSP6800 Hospitality and Tourism Business Policy and Strategy 4.5</td>
</tr>
<tr>
<td>Elective HOSP- or EVNT-designated elective at the 6000 level or higher 4.5</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 22.5
The School of Education at Johnson & Wales University offers two programs at the master’s level: an M.Ed. program in Teaching and Learning for those who are currently teachers, and an M.A.T. program in Teacher Education for those who want to become teachers. Both programs offer JWU’s own distinct brand of career-focused education, providing current and future teachers with the professional skills needed to improve student learning in an increasingly diverse educational environment.

Teaching and Learning (M.Ed.)

The Master of Education in Teaching and Learning at Johnson & Wales is a two-year course of study designed to develop master teachers. The program is aligned to National Board Standards and affords certified teachers an opportunity to use their classrooms as learning laboratories to improve their teaching skills.

Participants in the program examine teaching and learning through six comprehensive course modules and the completion of a capstone project. Throughout the program, the emphasis is on the integration of theory, research and application. Key program features include:

- Problem-based learning — learning experiences that include authentic problems and issues from K–16 classrooms and schools
- Applied research — a direct application of theory through the role of teacher as researcher
- Collaborative learning — the development of a community of learners where participants and faculty support and enhance learning
- Technology integration — the incorporation of information technology tools throughout the program

“My experience with the Johnson & Wales Teacher Education program has been most rewarding. The class schedule is very convenient, considering most students have full-time jobs. Faculty work closely with all students to ensure satisfaction at all levels. I am proud to be earning my master’s degree at Johnson & Wales, and know it will pay off in the future.”

— Nicole Zartarian
M.A.T.
Admission Requirements and Program Expectations

To be considered for acceptance into the program, applicants must possess a bachelor’s degree with a minimum GPA of 2.75 from an accredited institution of higher education and a valid state teaching license. Applicants must also submit a completed application package in accordance with JWU’s admission policies.

Although participants in the program will be expected to complete the entire sequence of course modules, interested parties will be able to take a single course for graduate credit. To take more than one course, enrollment in the program is required.

Successful candidates in this program are expected to work collaboratively with others, apply theory and knowledge gained through the Master of Education in Teaching and Learning program to their classroom and school, and continuously develop their expertise in the area of teaching and learning. The program requires the following:

• Successful completion of six course modules
• Successful completion of a capstone project
• Compliance with all Johnson & Wales University policies

Teaching and Learning (M.Ed.)

<table>
<thead>
<tr>
<th>Major Courses</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC5310 Exploration of Teaching and Learning</td>
<td>9.0</td>
</tr>
<tr>
<td>EDUC5330 Standards, Curriculum and Instructional Design</td>
<td>9.0</td>
</tr>
<tr>
<td>EDUC5320 Monitoring and Managing Student Learning</td>
<td>9.0</td>
</tr>
<tr>
<td>EDUC6310 Instructional Strategies and Resources</td>
<td>9.0</td>
</tr>
<tr>
<td>EDUC6320 Assessment for Learning</td>
<td>9.0</td>
</tr>
<tr>
<td>EDUC6330 Multiple Roles of Teachers</td>
<td>9.0</td>
</tr>
</tbody>
</table>

Total Quarter Credit Hours 54.0

Denise DeMagistris
Dean

For more than 35 years, Dr. DeMagistris has demonstrated a passion for teaching and an understanding of the educational needs of her students, especially those with disabilities.

DeMagistris received her bachelor’s degree in Elementary Education in 1969 and later earned a master’s degree in Reading Education and another in Special Education. She worked as a special education resource teacher, classroom teacher and language arts coordinator in the Glocester School District. Because her teaching and leadership skills were so respected, DeMagistris became a Rhode Island skills commission trainer, helping elementary and secondary teachers throughout the state improve their teaching methods.

While completing her doctorate at JWU in 2003, DeMagistris wrote her dissertation on teacher preparation for special education. From her many years teaching students with mild, moderate and multiple disabilities, she knew that well-trained special educators were critically needed in school systems nationwide. The university was enthusiastic about pursuing this important need and DeMagistris joined the JWU faculty to develop the program.

DeMagistris’ success demonstrates the university’s commitment to the insight and hard work of its students. No student is left behind in Johnson & Wales’ School of Education.
Teacher Education (M.A.T.)
The Master of Arts in Teaching program prepares graduates to apply for certification in one of the following areas:

Elementary Education and Secondary Special Education
These students will student teach twice: once in an elementary education setting, and once in a secondary special education setting. Students will be eligible to pursue licensure in Elementary Education and Secondary Special Education.

Elementary Education and Elementary Special Education
These students will student teach once in an integrated setting and will be eligible to pursue licensure in Elementary Education and Elementary Special Education.

Elementary Education and Elementary/Secondary Special Education
These students will student teach twice: once in a secondary special education setting and once in an integrated elementary/elementary special education setting. Students will be eligible to pursue licensure in Secondary Special Education, Elementary Special Education and Elementary Education.

Business Education and Secondary Special Education
These students will student teach once in an integrated setting and will be eligible to pursue licensure in Business Education and Secondary Special Education.

Food Service Education and Secondary Special Education
These students will student teach once in an integrated setting and will be eligible to pursue licensure in Food Service Education and Secondary Special Education.

A non-certification concentration is also offered and is outlined on Page 30.

Curriculum
All students in the M.A.T. program leading to certification matriculate through the program as a cohort and follow a prescribed sequence of classes.

The M.A.T. program complies with the No Child Left Behind Act of 2001 and the Individuals with Disabilities Education Improvement Act of 2004.

In keeping with the JWU Core Value of experientially-based learning, the M.A.T. program has adopted an essential and unique fieldwork component to the program. Students learn about research-based theories and best practices in university classrooms, and observe and apply weekly what they have learned in K–12 classrooms. To accomplish this, candidates are required to prepare for these experiences by observing and planning lessons for small group and whole class instruction, and reflecting on their practice. Candidates are required to visit diverse urban and suburban school settings and to observe the development of students at different educational levels from primary years through high school.

Certification Requirements
As they progress through the Teacher Education program, candidates for Rhode Island teaching licenses will be required to demonstrate their proficiency with the Rhode Island Beginning Teacher Standards, standards from the Council for Exceptional Children, diversity standards, and content standards.

Assessment Prior to Student Teaching
Student teaching usually occurs during the candidate’s final term. Permission to student teach will be granted to candidates who have
• achieved a program GPA of 3.0
• passed the appropriate content exam: a 140 or above on the ETS Business Exam for Business Education concentration, a NOCTI test minimum score of one standard error of deviation from the national mean score at the time the test is taken for Food Service Education majors, or a 145 or above on the Praxis II Elementary Education Content Area Exam for the Elementary Education concentration
• submitted a portfolio with acceptable evidence of significant progress towards meeting the Rhode Island Beginning Teacher Standards, standards from the Council for Exceptional Children, diversity standards, and content standards
### Major Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC5004</td>
<td>Introduction to Standards-Based Education</td>
<td>4.5</td>
</tr>
<tr>
<td>SPED5001</td>
<td>Inclusive Teaching of Diverse Learners</td>
<td>4.5</td>
</tr>
<tr>
<td>EDUC5040</td>
<td>Best Practices in Literary Instruction</td>
<td>4.5</td>
</tr>
<tr>
<td>SPED5004</td>
<td>Collaboration: Home/School/Community</td>
<td>4.5</td>
</tr>
<tr>
<td>EDUC5075</td>
<td>Fundamentals of Educational Research</td>
<td>2.25</td>
</tr>
<tr>
<td>EDUC5401</td>
<td>Strategies for Teaching Mathematics Through Literacy and Technology</td>
<td>4.5</td>
</tr>
<tr>
<td>EDUC5402</td>
<td>Strategies for Teaching Science Through Literacy and Technology</td>
<td>4.5</td>
</tr>
<tr>
<td>SPED5220</td>
<td>Communication: Language Development and Learning</td>
<td>4.5</td>
</tr>
<tr>
<td>SPED5002</td>
<td>Curriculum and Methods for Exceptional Students</td>
<td>4.5</td>
</tr>
<tr>
<td>SPED5010</td>
<td>Assessment and Evaluation of Students with Exceptionalities</td>
<td>2.25</td>
</tr>
<tr>
<td>SPED5003</td>
<td>Understanding and Managing Behavior</td>
<td>4.5</td>
</tr>
<tr>
<td>EDUC5012</td>
<td>Teaching Literacy in the Content Areas</td>
<td>4.5</td>
</tr>
<tr>
<td>EDUC5055</td>
<td>Enhancing Student Learning Through the Arts</td>
<td>2.25</td>
</tr>
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</table>

### Student Teaching / Content Methods

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPED6061</td>
<td>Student Teaching: Secondary Special Education, Part I</td>
<td>3.0</td>
</tr>
<tr>
<td>SPED6062</td>
<td>Student Teaching: Secondary Special Education, Part II</td>
<td>3.0</td>
</tr>
<tr>
<td>EDUC6009</td>
<td>Methods of Teaching Social Studies</td>
<td>2.25</td>
</tr>
</tbody>
</table>

- For Elementary Education and Elementary Special Education candidates
  - SPED6074 | Student Teaching Integrated: Elementary                                      | 9.0     |
  - EDUC6009 | Methods of Teaching Social Studies                                            | 2.25    |

- For Elementary Education and Elementary/Secondary Special Education candidates
  - SPED6061 | Student Teaching: Secondary Special Education, Part I                         | 3.0     |
  - SPED6062 | Student Teaching: Secondary Special Education, Part II                        | 3.0     |
  - SPED6074 | Student Teaching Integrated: Elementary                                      | 9.0     |
  - EDUC6009 | Methods of Teaching Social Studies                                            | 2.25    |

- For Business Education and Secondary Special Education candidates
  - SPED6073 | Student Teaching Integrated: Secondary                                      | 9.0     |
  - EDUC6008 | Methods of Teaching Business                                                  | 2.25    |

- For Food Service Education and Secondary Special Education candidates
  - SPED6073 | Student Teaching Integrated: Secondary                                      | 9.0     |
  - EDUC6007 | Methods of Teaching Food Service                                              | 2.25    |

**Total Quarter Credit Hours: 60.75–66.75**

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**Assessment Prior to Recommendation for Certification or Program Completion**

After completing student teaching, the teacher candidate will present a portfolio to a team of evaluators. This portfolio will contain evidence that the candidate has achieved the Rhode Island Beginning Teacher Standards, standards from the Council for Exceptional Children, diversity standards, and content standards. Upon the acceptance of the portfolio by the team of evaluators, the Teacher Education program director shall make appropriate recommendations regarding the awarding of the M.A.T. degree and state licensure.
Application Process

Applicants will be reviewed for eligibility by the Graduate Admissions Office. Eligible applicants will be considered for admission into the M.A.T. degree program after they have completed the following process:

1. Submit two letters of reference from individuals who are qualified to assess the applicant's potential as a teacher.
2. Submit score of at least 170 in each subtest from the Praxis I exam or a minimum combined SAT score of 1100.
3. Submit transcripts showing evidence of content knowledge and minimum GPA of 2.75.
4. Agree in writing to the sequence, scope and policies of the Teacher Education program.
5. Acknowledge in writing that the university does not award the degree until the program administrator accepts all program requirements submitted by the candidate.
6. Acknowledge the requirement of field-based work as integral to the program.
7. Complete an interview and writing sample with staff from the School of Education.

Title II Higher Education Act Information

Ninety-five percent of the program completers from Johnson & Wales University passed the state test for licensure in 2005–06.
A JWU student teacher points out the latest technological advances to North Providence High School students.

Educational Leadership (Ed.D.)

The Doctoral Program in Educational Leadership is designed to prepare educational leaders to promote excellence in teaching and learning. With Higher Education and Elementary/Secondary tracks, the cohort model program consists of two years of alternate weekend classes and one year of seminar for completion of the dissertation.

The program has established itself as a prominent preparation program for education leaders in Southern New England. With its focus on preparing graduates who can think, learn and perform as educational leaders, the program exemplifies the university’s mission of blending academic and work-based learning for career advancement. The doctorial program’s particular focus is on the creation and use of knowledge to impact educational practice.

The program emphasizes the preparation of educators who aspire to advance to leadership positions in their respective fields. To do so, these educators must keep abreast of developments and current practices in their fields, keep current in their knowledge, embrace contemporary practices, and perhaps most important, develop and maintain the skills to recognize, evaluate and lead change.

To access the doctoral catalog and view a video online, visit www.jwu.edu/education/grad/edd.htm

For more information, contact the School of Education admissions coordinator at 401-598-1993.
Guide to Services

PROVIDENCE BANKS
Bank of America
1-800-841-4000
111 Westminster Street
278-6000

Citizens Bank
1-800-922-9999
1 Citizens Plaza
456-7096
63 Westminster Street
456-7010

TRANSPORTATION
Bus Service
Rhode Island Public Transit Authority (RIPTA)
Schedules & Route Information
781-9400

Bonanza Bus Line & Greyhound Bus Line
1 Bonanza Way (Exit 25 off I-95 North)
Tickets & Schedule Information
751-8800

Taxicabs
Bonanza Cab
521-4200
East Side Taxi Service
521-4200
Rhode Island Taxi
272-1222
Yellow Cab Inc.
941-1122

Trains
Amtrak Station
100 Gaspee Street
Providence, R.I.
General Information & Reservations
1-800-872-7245

Airplanes
T.F. Green Airport
2000 Post Road
Warwick, R.I. (Exit 13 off I-95 South)
General Information
737-4000

RENTING A CAR
Avis Rent-A-Car
1-800-831-2847
Enterprise Rent-A-Car
1-800-736-8222
Hertz Rent-A-Car
1-800-654-3131
National Car Rental
1-800-227-7368

SHOPPING
Emerald Square Mall
999 South Washington Street
North Attleboro, Mass.
(508) 699-7979

Providence Place Mall
One Providence Place
Providence, R.I.
270-1000

Rhode Island Mall
Route 2 (Bald Hill Road)
Warwick, R.I.
828-7651

Swansea Mall
Route 118
(Swansea Mall Drive)
Swansea, Mass.
(508) 679-2543

Warwick Mall
Route 2 (Bald Hill Road)
Warwick, R.I.
739-7500

CONTACT INFORMATION
Alan Shawn Feinstein
Graduate School Admissions
1-800-DIAL-JWU (1-800-342-5598)
ext. 1015 or 401-598-1015
E-mail admissions.grad@jwu.edu
Fax 401-598-1286

School of Education
Graduate Admissions
1-800-DIAL-JWU (1-800-342-5598)
ext. 1993 or 401-598-1993
E-mail soe.pvd@jwu.edu
Fax 401-598-1162

Graduate Administration
401-598-4738

Financial Aid
401-598-4648/4649

Financial Planning
401-598-4770

International Student Affairs
401-598-1074

Student Academic Services
401-598-1088

VISITING JOHNSON & WALES UNIVERSITY

Directions to The Alan Shawn Feinstein Graduate School Admissions Office

From I-95 North: Take I-95 North to Exit 16 (Route 10, Cranston). When exiting, bear right at the fork (to Elmwood Avenue) and follow exit ramp to the bottom. At light, bear right onto Elmwood Avenue (Route 1 South). At the next light, take left onto Park Avenue (Route 12 East), then follow “From Route 12 East” directions below.

From I-95 South: Take I-95 South to Exit 16 (Route 10). Follow off-ramp to the Park Avenue exit. Follow the expressway to the end. Take left onto Route 12 East (Park Avenue), then follow “From Route 12 East” directions below.

From Route 12 East: Follow Route 12 East for approximately one mile. At the light at the intersection of Route 12 and Warwick Avenue (Route 1A), take a left. Follow Warwick Avenue to the second traffic light. Proceed across intersection between Sovereign Bank and Brooks Pharmacy onto Norwood Avenue. Follow Norwood Avenue to the end. At the light, turn left onto Narragansett Boulevard and follow for 4/10 mile to the Hartorside Campus entrance (just before Shell Gas Station on right). Take right and continue for 4/10 mile; bear left onto Shipyard Street. Parking lot entrance is on the left.
2008–2009 Catalog

General Information and Course Descriptions
Admissions Information

Procedures For Admission

JWU graduate programs attract a diverse group of motivated individuals with the potential for being successful in their chosen major. The admissions process is based on careful, case-by-case evaluation of academic records, professional achievements and other aptitudes of the applicant. Johnson & Wales University believes diversity is essential to a productive graduate-level experience, and thus welcomes applicants from varied academic and professional backgrounds.

Applications for admission to JWU graduate programs are processed in the order received according to the start date specified on the application. Once all application requirements are met, the Graduate Admissions Office takes pride in the timely processing of applications. Enrollment is limited and applicants are encouraged to submit required documents as early as possible.

Admissions Requirements

Candidates for admission to graduate programs at Johnson & Wales University must hold a baccalaureate degree from an accredited institution. Candidates should have maintained a minimum grade point average of 2.75 or its equivalent. Students with a grade point average below 2.75 who have excelled in business and industry or who provide evidence of strong academic credentials may be considered for admission. A combination of factors are considered for admission, including

- Undergraduate cumulative grade point average,
- Standardized test scores from the GMAT or GRE, when submitted,
- Two letters of recommendation, and
- A statement of purpose describing why you want to enter the program and how you believe your previous training and experience will help you succeed. This statement isn’t required, but it is strongly recommended and may be used to determine your eligibility for admission. The statement should not exceed 500 words and must be submitted in printed form.

Application Requirements

Prior to being considered for admission into a JWU graduate program, the following must be submitted to the Graduate Admissions Office (for the most recent application requirements, visit http://www.applyweb.com/apply/jwug):

1. A printed or typed signed application for admission
2. Official transcripts documenting all undergraduate and graduate work
3. Two letters of recommendation from individuals qualified to acknowledge the applicant’s potential for successful completion of the graduate program
4. Standardized test scores, when applicable (See Page 28 for required standardized test scores from the School of Education.)

All of the above, with the exception of letters of recommendation, must be original documents. Faxed copies are not considered original documents. For international documentation, copies which have been certified (notarized) as true copies of the original by the proper authorities may be acceptable.

Application Forms

Enclosed with your catalog are all of the forms required for application to JWU graduate programs.

International Admissions Requirements

Applicants who are not U.S. citizens or permanent residents of the U.S. must meet the same admissions requirements as all other applicants, in addition to supplying the following:

1. Certified copy of scores for the Test of English as a Foreign Language (TOEFL), Michigan English Language Assessment Battery (MELAB) test, or International English Language Test System (IELTS). Please see the next page for information on the English Proficiency Requirement and scores required for admission.
2. Declaration of Financial Support signed by both the applicant and the sponsor
3. Certified Bank Statement
4. Copy of the biographical section of your current passport

NOTE: Transcripts, test scores and bank statements must be originals or certified true copies. Unofficial photocopies cannot be accepted.

All documents which are not in English must be accompanied by a certified (notarized) translation. Transcripts from institutions located outside the United States will be assessed according to substantive content, comparable equivalency to an accredited institution in the U.S., and official educational policies implemented within the country where the institution operates. Course descriptions may occasionally be necessary in order to ascertain course content.

International students filing an application outside the United States must submit all required documents at least eight weeks prior to the selected enrollment date.
Transfer Credits
A candidate for the M.B.A. degree may petition to receive a maximum of nine quarter credit hours of transfer credit for graduate-level courses taken at approved colleges. To receive transfer credit, the courses must cover content equivalent to courses offered in the core or concentration that the student plans to enter, and must be approved by the director of graduate admissions. Transfer candidates should submit official college transcripts from any colleges previously attended prior to enrolling in graduate courses.

The student must also have earned a grade of “B” or better. Credits earned more than three years prior to enrollment in a JWU graduate program are not transferable without special permission from the dean of the Alan Shawn Feinstein Graduate School (for M.B.A. programs).

Once enrolled in a JWU graduate program, a student may not take courses elsewhere and apply them for transfer credit. Transfer credits should be requested prior to initial matriculation into a JWU graduate program.

English Proficiency Requirement
Johnson & Wales University recognizes the TOEFL (Test of English as a Foreign Language) as proof of English proficiency. TOEFL scores must be received as official ETS scores. The university’s Designated Institution (D.I.) code is: 3465. This code should be used on your TOEFL registration form so that your scores will be sent to us directly.

Minimum TOEFL requirements (all levels, undergraduate and graduate) are as follows: 80 (Internet-based or IBT), 550 (pen/paper or PPT), 210 (computerized or CBT)

Individual section scores must also meet minimum score requirements.

Acceptable proof of English proficiency may also include one of the following comparable English proficiency examinations: IELTS (Cambridge), Band 6.5; City & Guilds Pitman ESOL Examinations – Higher Intermediate or Expert Level; ELS Level 112 Certificate of Completion and Academic Report; The London Tests of English LTE, Level 4 (Advanced); MELAB (Michigan English Language Battery) – 77; S.T.E.P. Eiken – (Society for Testing English Proficiency) – Grade 1.

Students may be exempted from individual ESL classes based on their individual TOEFL (or equivalent test) section scores. JWU also reserves the right to require ESL classes to increase proficiency in a particular area, regardless of total TOEFL or other test scores.

Students who do not submit one of the aforementioned tests at the required level of proficiency will be tested for English language placement at the start of each term and registered for ESL classes based on their score. The Institutional TOEFL will be also offered to students who score at a high level in their ESL placement tests, to be determined by the ESL department.

International students will be required to take COMM5000. Students with a TOEFL score of at least 94 (Internet-based or IBT), 580 (pen/paper or PPT), or 230 (computerized or CBT) may take a test to exempt the course requirement by petitioning the dean.

International Student Visa
Responsibility for obtaining the approved visa classification rests entirely with students. Students entering the United States to study will need either an F-1 international student visa or a J-1 exchange student visa. In order to obtain the necessary visa, students must submit the valid Form I-20 for an F-1 visa, or the Form IAP-66 for a J-1 visa, to the United States Embassy or Consulate in the country of residence. In addition to these forms, students will have to present a passport and evidence of financial support.

Johnson & Wales University will send the I-20 form or IAP-66 form after students have been accepted and have submitted evidence of financial support. International students must register for the term for which admission is offered and must maintain full-time status during the academic year. International students may become part-time only for documented medical reasons.

Applicants entering the United States on a B-2 Visitor’s Visa without the “Prospective Student” classification, which is issued only in exceptional circumstances, will find it extremely difficult to change to student classification. Students unable to change their status from visitor to student may not be permitted to continue school, and risk forfeiture of their tuition.

International Transfer Students
International students currently studying in the U.S. who seek enrollment in a JWU graduate program are required to submit a Transfer Release Form (completed by the foreign student advisor at the institution you last attended) prior to receiving a Form I-20.

Date of Enrollment Change
Students wishing to change their selected date of enrollment should forward a written request with their $100 nonrefundable deposit, if the deposit has not been submitted earlier. International students must also return the original I-20 form, unless the I-20 was secured at the student’s embassy, and submit a new original bank statement.
Financial Information

2008–09 Tuition and Fees
The following tuition and fees schedules are effective for the 2008–09 academic year unless noted otherwise. Tuition and fees are subject to change annually.

Tuition:
$304/quarter credit hour
Most graduate courses are 4.5 quarter credit hours at a cost of $1,368 each.

Undergraduate Prerequisite Courses:
$146/quarter credit hour
Most prerequisite courses are 4.5 quarter credit hours at a cost of $657 each.

Pre-M.B.A. Program:
Tuition $21,297
General Fee $1,023
Orientation Fee $265

English as a Second Language (ESL)
Tuition (for one term) $6,099
General Fee (for one term) $341
Orientation Fee $265

English as a Second Language (ESL) Students
All tuition charges are assessed at the undergraduate level ($21,297 / 3 = $7,099 per term). Tuition is reduced by $1,000 per term for the term(s) in which a student is participating in ESL classes, so students will be charged $6,099 per term while enrolled in the ESL program.

Tuition Deposit
Acceptance to graduate school is confirmed with a $100 tuition deposit. This deposit is applied to the tuition and is nonrefundable.

Payment Options

Annual Payments
The student may make one payment in full for the entire academic year. Students are responsible for paying all charges in full or making appropriate arrangements by the Check-In due date of August 8, 2008.

Monthly Payments
Students may choose to pay the annual amount due in convenient monthly payments. This option is available through Tuition Management Systems (TMS). There is an enrollment fee to participate; however, the payments are interest free. Students interested in this option must contract with TMS and pay the first payment, in addition to the enrollment fee, by the Check-In due date of August 8, 2008.

All Johnson & Wales University students must fulfill their financial obligations to the university by the Check-In due date of August 8, 2008 (all off-term entrants must meet the financial obligation by the published date for that term).

To meet your financial obligation you must do one of the following by the published due date:
• Make a full term payment
• Contract with TMS and pay the first monthly payment, as well as the enrollment fee
• Have an approved loan which covers the annual balance
• Have an approved payment plan with Student Financial Services using a combination of the above options

Students who do not fulfill their financial obligation by the Check-In due date may have their acceptance revoked.

Financial Obligations
Continued enrollment as a student in good standing and certain other student benefits (diplomas, transcripts, etc.) are conditioned upon being current in all financial obligations to the university, including loans in which the university appears as a holder or guarantor.
**Financial Aid**

Students interested in applying for financial aid must complete a Free Application for Federal Student Aid (FAFSA). The FAFSA is available on the Web at www.FAFSA.ed.gov. For information on the financial aid process or programs, contact Student Financial Services.

In order to be eligible for financial aid programs, the student must meet the following criteria:

1. Demonstrate financial need.
2. Maintain satisfactory academic progress (financial aid will be suspended until satisfactory academic progress is again achieved).
3. Be enrolled in a degree or certificate program.
4. Be enrolled on at least a half-time basis. (A half-time basis is defined as carrying 4.5 quarter hour credits per term; students enrolled on a less-than-full-time basis may have their financial aid reduced.)
5. Be a U.S. citizen, permanent resident, or eligible non-citizen.
6. Not owe a refund on a Federal Pell Grant or be in default on a Federal Perkins Loan, Federal Subsidized Stafford Loan, Federal Unsubsidized Loan, Parent Loan for Undergraduate Students (PLUS) or Supplemental Loan for Students (SLS).
7. Sign a Statement of Educational Purpose, a Statement of Registration Status, and a Statement on Overpayments and Defaults.

Students are eligible to receive financial aid as long as they maintain academic standards as defined on Page 40 of this catalog and in the Student Handbook. Students who fail to maintain satisfactory academic progress will be notified by Student Academic Services.

**Return of Title IV Funds**

Federal regulations establish the following allocation for students who receive Title IV, HEA program funds:

A refund owed to a student who received funds under any Title IV, HEA program will be returned to the Title IV, HEA programs from which the student received aid in the following order until the amounts received by the student from these programs are eliminated: the Federal Subsidized Loan, the Federal Unsubsidized Loan program, all other sources of aid, and the student.

**Financial Aid Programs**

The following is a list of federal financial aid programs available to U.S. citizens, permanent residents or eligible non-citizens. Students may receive assistance from any one of these, or from a combination of both, in what is called a financial aid package. Student eligibility for these programs is based on the student’s completion and submission of the forms described in the Application Requirements and Application Forms sections. Since awards are not automatically renewable, the student must reapply each year.

**Federal Subsidized Stafford Loan**

This loan program provides low-interest loans to students who demonstrate financial need. The federal government pays interest on the borrower’s behalf while the borrower is enrolled in school. A Master Promissory Note for these loans will be mailed to all eligible students with their Financial Aid Award by the Financial Aid Office or may be obtained in Student Financial Services.

Students should check with their financial planner to determine their annual loan amount. Students must begin repayment six months after they leave college or drop below half-time status, and must pay a minimum of $50 per month. The amount of the student’s monthly payment will be determined based upon the amount of the student’s debt and the length of the student’s repayment period.

**Federal Unsubsidized Stafford Loan**

This loan program offers low-interest loans to students who demonstrate little or no financial need. The terms and loan limits are the same as for the Federal Subsidized Stafford Loan except that the federal government does not pay interest on the borrower’s behalf while the borrower is enrolled in school. During that time, the student borrower can choose to make quarterly interest payments, or to “capitalize” interest. “Capitalizing” means the lender will add interest accrued to the principal balance. This will eliminate the need for interest payments while in school.

Independent students are also eligible to borrow additional Federal Unsubsidized Stafford Loans. Check with your financial planner to determine your annual loan amount. These amounts are in addition to the Federal Stafford Loan amounts discussed above.

* Loans made under federal loan programs are applied to the student’s account with the University in equal disbursements per term based on the loan period and the student’s entrance date.*
Financial Planning
The university understands that financing an education may be a very complex process for many students. In order to assist students and their families in these matters, Johnson & Wales has a staff of financial planning counselors. These counselors are available to work with students and their families on an individual basis to help them best utilize their own funds and other available resources to meet educational expenses. For more information and assistance, call 1-800-343-2565, ext. 1468 or 401-598-1468.

Financial aid assistance is not available to international students, and you will not be issued an I-20 without verification of financial support. For general information about financial assistance, you may request information from the U.S. Information Agency or the binational advising center in your home country.

Student Assistant Employment Program
Students enrolled full time in the Alan Shawn Feinstein Graduate School are eligible to apply for available positions in the Student Assistant Employment Program. The Student Assistant Employment Program allows students to continue their education and gain valuable work experience in one of the university’s departments or practicum properties. Students in this program earn a competitive hourly wage and scholarship compensation.

This is a highly competitive program that requires each applicant to submit a résumé and interview with each hiring supervisor. Student assistant participants are hired based on their ability to meet the minimum qualifications of the position for which they apply. Interested graduate students should contact the Student Employment Office at 401-598-1849 for more information.

The Graduate Admissions Scholarship
Each year, the Graduate Admissions Office awards a limited number of scholarships to graduate school applicants who are accepted as full-time students and reflect an ability to excel in their chosen program. The scholarships include special consideration for students accepted to enter the Master of Arts in Teacher Education. The total amount of each scholarship is $1,000 and the scholarship will be credited to the student’s account in equal installments over three consecutive terms. The student must maintain full-time status while in receipt of the scholarship. Applicants must complete each section of the scholarship form and submit it with a résumé and the graduate school application. Scores from the GMAT or GRE may be included for scholarship consideration.

A scholarship form is located in the back of this catalog.

Pre-M.B.A. Scholarship
Information on Pre-M.B.A. scholarships is available on Page 15 of this catalog.
Student Health and Accident Insurance

All graduate students are covered by a health and accident insurance plan. Insurance brochures will be available at Check-In(s) and at several locations throughout the university. Insurance cards and brochures will be mailed to students within four weeks of their start date. Refer to the insurance brochure for a definition of the effective date of coverage, policy limits, policy termination and the opportunity to continue coverage over the summer.

Refund Policies

General Policy

To the extent that any charges due to the university remain unpaid, no refund check will be issued. No tuition or fees will be assessed for terms that the student does not begin. Students who withdraw from the university prior to the end of the academic year may have their financial aid adjusted. Institutional grants and scholarships will be reduced in proportion to any tuition credit received as defined in the university’s Withdrawal Credit Policy. Full-term eligibility for institutional loans will be credited to the student’s account to the extent that any charges are due the university. The distribution formula for the institutional refund to the Federal Student Financial Aid program will be calculated according to federal regulations. The university’s Withdrawal Credit Policy applies to all withdrawals from the university, voluntary or involuntary.

Term charges are subject to the university’s Withdrawal Credit Policy upon withdrawal from the university. Term charges are defined as tuition, and if applicable, room only, room and board, and weekend meal plan. The official notice of withdrawal from the university may be done in person or by written notification through Student Academic Services. Refunds are calculated by the date of termination based on the date Student Academic Services receives notification of withdrawal from the student or faculty member. Any refund due will be issued within 45 days after the date that the university was first notified of the withdrawal.

Withdrawal Credit Policy

If a student terminates during

- the first and second week of the term, the university will credit 90 percent of the term charges.
- the third and fourth week of the term, the university will credit 50 percent of the term charges.
- the fifth and sixth week of the term, the university will credit 25 percent of the term charges.

After the sixth week of the term, students will be responsible for 100 percent of the term charges.
Academic and General Information

The curriculum requirements described in this catalog are the guidelines for students entering the program during the 2008–09 academic year. If new guidelines are developed as the program grows, they may not be applicable to this group. Each candidate continuously enrolled will be subject to the curriculum guidelines of the program as outlined in this catalog for the year of entrance into the program unless notified otherwise.

Academic Information

Class Schedules
Graduate programs at Johnson & Wales are offered in three 11-week terms. Classes are held Monday through Thursday. A limited number of afternoon classes meet once a week from 1:40 p.m. to 5:10 p.m. Evening classes meet once a week from 6:00 p.m. to 9:30 p.m.

When holidays are observed or classes are canceled, make-up classes will be held on Fridays. Class cancellations will be posted on the university’s Info-Line (JWU-INFO) and the university line for school closings (401-598-5555).

Summer Session
A summer term is mandatory in the M.A.T. program due to course sequencing.

M.B.A. program summer session courses may be offered. Not all courses are offered in the summer; as a result, summer completion cannot be guaranteed.

Course Registration
After submitting a deposit, new students are required to Web register for courses via uconnect.

It is recommended that students follow their academic planners and Degree Progress when registering for courses. Students who require COMM5000 Effective Communication must register for this course during their first term of enrollment.

Students may not register for more than 9.0 quarter credit hours per term. After a student has completed their first term of matriculation, they may accelerate their program by taking up to 13.5 credits each term if they maintained an overall GPA of 3.75.

Attendance
Students are expected to attend every meeting of every class in which they are enrolled. Students enrolled in a 2.25 quarter credit hour course must be in attendance by the first class meeting. Students enrolled in a 4.5 quarter credit hour course must be in attendance by the second class meeting.

Student Academic Services should be notified immediately of any necessary prolonged absences. The Student Handbook contains rules and regulations for frequent or prolonged absences from class. Students are expected to familiarize themselves with attendance requirements outlined in the Student Handbook. The Student Handbook can be found online at www.jwu.edu/pdf/stuhdbk08_ri.pdf

Academic Transcripts
A transcript is a representation of a student’s entire academic record while at Johnson & Wales.

Official transcripts are printed on official paper and then placed in sealed envelopes issued directly to the student or authorized designee. Official transcripts may be released only upon written request of the student; this is done in accordance with the Family Educational Rights and Privacy Act (FERPA). The university does not charge a fee for transcripts. Students are only allowed 10 transcripts per year. Transcripts will not be released if a student is not current in all financial obligations to the university. Transcripts are not official if faxed. Allow three business days for processing. Students intending to pick-up transcripts in person must make the request in person at Student Academic Services or complete a transcript request.

Unofficial transcripts may be obtained via the JWU Student Services Web site.

Academic Standards
Generally students must complete their program in no more than three years. The university expects all students, part time or full time, to meet minimum standards of academic achievement.

For students enrolled in an M.B.A. program:
Students in the Alan Shawn Feinstein Graduate School must maintain a cumulative grade point average (GPA) of 3.00. Students are allowed one term on probation if their GPA falls between 2.00 and 2.99. Failure to reach a 3.00 GPA in the following term will result in dismissal.

For students enrolled in an M.A.T./M.Ed. program:
Students in the School of Education’s M.A.T. program must achieve “B” or better in each of the first four courses, while students in the M.Ed. Teaching and Learning program must achieve “B” or better in their first two terms. After this initial gate, all School of Education students

Continued on Page 42
**GRADING SYSTEM**

<table>
<thead>
<tr>
<th>Grade Range</th>
<th>Letter Grade</th>
<th>Quality Points</th>
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</thead>
<tbody>
<tr>
<td>97–100</td>
<td>A+</td>
<td>4.00</td>
</tr>
<tr>
<td>93–96</td>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>90–92</td>
<td>A-</td>
<td>3.70</td>
</tr>
<tr>
<td>87–89</td>
<td>B+</td>
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<tr>
<td>83–86</td>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>80–82</td>
<td>B-</td>
<td>2.70</td>
</tr>
<tr>
<td>77–79</td>
<td>C+</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Below 70</td>
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</tr>
</tbody>
</table>

I: Incomplete 0.00  
W: Calculated as F 0.00  
(W: (punitive withdrawal)  
NC: No Credit 0.00  
(Non-punitive withdrawal)  
GP: Grade Pending 0.00  
AU: Audit 0.00  
S/U: Satisfactory/Unsatisfactory 0.00  
NG: No Grade 0.00  

A student receiving an Incomplete (I) grade must initiate arrangements with instructors to make up the required work within two weeks or the (I) will be changed to an F.

**PLEASE NOTE:**

Graduate programs are designed for completion in a one-year or two-year time frame as specified under each program. While the majority of students are able to complete their program in this format, there are exceptions based on foundation course requirements, prerequisites required, successful course completions and elective course availability.

Any courses taken to satisfy prerequisite requirements follow the undergraduate catalog and grading system, unless otherwise noted.

**GRADE DESCRIPTIONS**

A student who earns an F, W, or NC in any graduate-level course must repeat that course. An interim probation period of one term may be allowed on a case-by-case evaluation.

**Failure (F)**

Issued if a student maintains required attendance but fails to achieve adequate scholastic progress. The grade is recorded permanently on his/her student record. Upon successful completion of the course at a later date, the cumulative average is adjusted to reflect only the passing grade. This system allows the student to recover academically from poor terms and graduate within a reasonable amount of time.

**Withdrawal (W)**

Punitive grade issued if a student withdraws from any scheduled course after the official withdrawal period; or is withdrawn by a faculty member, or by a member of Practicum Administration. This designation also applies if withdrawal from the university is for reasons other than extenuating and after the official withdrawal period. This is a failing grade and is entered into the cumulative average and recorded permanently on the student’s record. Upon the successful completion of the course at a later date, the cumulative average will reflect both the grade of W and the new grade. It is extremely important that the student recognize the permanent effect that W grades have upon the grade point average. Once receiving a W grade, the student may be put on academic probation for one term.

**Incomplete (I)**

Issued to students if they are unable to complete course requirements because of authorized absence (i.e., service commitment or illness). The outstanding work must be completed within two weeks of the exam class day, or the grade will automatically become an F and will be included in the grade point average.

It is the student’s responsibility to arrange for make-up work.

**No Credit (NC)**

Non-punitive designation issued to students who have dropped during the official drop period or have been authorized to withdraw from class or the university due to extenuating circumstances. This designation is issued by Student Academic Services and not the individual faculty member.

**Grade Pending (GP)**

A GP is issued as a temporary grade pending the completion of course requirements. A Grade Pending is not calculated into the cumulative average and is generally used under extenuating circumstances.

A GP grade is valid for a maximum period of one year (30 days for the School of Education), after which it automatically becomes an F. At this time the student will be academically dismissed from the university.

**Audit (AU)**

No academic credit (i.e., no standard letter grade) is granted. The academic work required in an audit situation is at the discretion of the instructor. Audited classes require regular tuition fees, and must be scheduled during the regular scheduling process based on space availability.

**Satisfactory/Unsatisfactory (S/U)**

S/U is used for designated courses throughout the university.

**No Grade (NG)**

NG is issued temporarily when there is no grade provided by the faculty member. This grade is not factored into the student’s GPA.
must maintain a 3.00 GPA throughout their program. Students are allowed to be on probation for one term if their GPA falls between 2.00 and 2.99. A 3.0 GPA must be achieved at the end of the probationary term to continue in the program.

Dismissed students may appeal the decision in writing to the School of Education dean. All letters must include the rationale for reinstatement and must be received in the School of Education within two weeks of dismissal. The Academic Appeals Committee will consider all appeals, and students will be notified in writing of the decision.

For students enrolled in a C.A.G.S program:
Students in the CAGS program must maintain a cumulative grade point average (GPA) of 3.0. This GPA is calculated based upon the required courses within the selected CAGS program (grades earned from previous graduate level coursework are not calculated into the cumulative GPA). If foundation courses are required, they will be included as part of the GPA. A grade of C+ or higher is required for all foundation courses. Substitute courses are generally not allowed in this program.

Unit of Credit
The university measures undergraduate and graduate academic progress using the quarter credit hour system. Courses are offered in three formats and may combine two or more of those formats, which are Lecture, Laboratory and Experiential.

Generally, one quarter credit represents 10 hours of instruction, which include class lecture and additional activities; one quarter credit hour equals 2 laboratory hours or 3 experiential hours. Furthermore, all courses require additional hours of study and preparation outside of the classroom or learning environment.

Doctoral programs operate under a semester credit hour system. The university converted to a quarter credit hour system from a semester credit hour system in September of 1994 for undergraduate and graduate programs. Please note that 3.0 semester credits equal 4.5 quarter credits.

Residency Requirement
Residency requirement refers to the number of courses and credits you must take at Johnson & Wales University. The residency requirement for all students pursuing a master’s degree is a minimum of 45 quarter credit hours. The final 4.5 credit hours must be earned as an enrolled student.

Graduation Requirements
Graduation requires successful completion of a prescribed sequence of study and a minimum grade point average of 3.00. Students whose GPA falls below a 3.00 will be in non-compliance with the criteria for academic standing and will be subjected to academic dismissal.

Reinstatement Policy
Due to progress and change in curriculum and industry requirements, students who have been inactive for one or more years will follow the new academic program. Courses taken three or more years ago may need to be retaken. A graduate committee of faculty and administration reviews all reinstatement requests for course equivalencies.

Prerequisite and Foundation Courses
Prerequisite courses are undergraduate classes required for students who need to prepare for graduate study. Course descriptions for undergraduate prerequisite courses are listed in the university’s Undergraduate Catalog.

Foundation courses are graduate level courses that may be required of some students whose previous academic background does not reflect the course content described. Comparable undergraduate courses completed within the past 10 years are acceptable for transfer credit. The time requirement may be waived with work-related experience. Students can choose to take the graduate school math test to exempt themselves from MATH5000.

Prerequisite and foundation courses must be completed with a prerequisite and foundation course cumulative grade point average of 3.00 or better. Additionally, foundation courses with grades below a C+ will need to be repeated. If a student’s prerequisite and foundation course grade point average falls below the 3.00 requirement, the student will have one opportunity to repeat the prerequisite or foundation course in which the lowest grade was earned. At this time, if the above graduation criteria are not met, the student will be academically dismissed and will not be allowed to return to JWU’s graduate programs.

Students wishing to review credits for prerequisite and foundations courses must meet with the director of graduate admissions to discuss their options. Students can fulfill these requirements through transfer credits or standardized testing. For possible transfer credits, an evaluation of official transcripts will be necessary. Also, students may opt to take a challenge or CLEP exam through our standardized testing program. Students should refer to the Standardized Testing and Portfolio Development Brochure for course
options, policies and procedures. These options may not be exercised after the first term of enrollment in graduate school. **All prerequisite and foundation courses must be completed prior to registering for core and concentration courses.**

Contact the Graduate Admissions Office for more information on prerequisite and foundation courses.

**Full-time Status**
Graduate students are considered full-time if enrolled in 9 quarter credit hours per term. To be eligible for federal aid, a domestic student must be enrolled in 4.5 quarter credit hours per term.

**Graduate Curriculum Committee**
The Graduate Curriculum Committee, composed of graduate school administration and faculty, has responsibility for modifying and maintaining the graduate programs.

**Student Services**

**Career Development**
The Career Development Office offers a variety of work programs and career services to assist students in obtaining successful professional employment at graduation and manage continued career success.

Programs include a graduate career co-op where students gain practical work experience while earning academic credit towards their degree. Co-op and employment specialists advise students on the tools needed to help secure their career goals, including résumés, cover letters, portfolios, and interviewing techniques. Students attend the annual Career Conference, an event open to the entire student body that features approximately 175 participating firms.

Johnson & Wales also offers a free Web-based job posting service, erecruiting.com. Students can search for jobs or co-ops posted by Career Development and employers.

**English Language Institute**
Located in the John Hazen White School of Arts & Sciences, the English Language Institute provides international students with an opportunity to learn English as a Second Language and to earn academic credit.

The English Language Institute offers intensive English instruction of 16 hours per week for students who are preparing for admission to undergraduate and graduate degree programs. Instruction is also offered to those students who wish solely to improve their English language skills. Students are placed in four different skill area classes: Oral Communications, Reading, Writing and Grammar.

Course objectives are academically oriented with the aim of preparing students to function at the university level. In addition, students will be given opportunities for social and cultural experiences designed to assist their cultural transition.

Dedicated to student success, the English Language Institute places students in the program at their level of English proficiency.

**Health Services**
JWU maintains two Health Services offices where health care is provided to students—one for the Downcity Campus at Xavier Hall and one for the Harborside Campus at the Harborside Recreation Center.

JWU’s nurses provide limited health care services and maintain student medical records. In addition, they may refer students to the university’s physician who is on campus four mornings a week.

A school dentist is recommended to students upon request. Contact the Health Services Office for the dentist’s name, phone number and office hours.

JWU’s health services are available to commuting students as well as to residents.

**Medical Records:** Prior to enrollment, the university and the Rhode Island Department of Health require that all new, full-time students—residents and commuters alike—submit proof of a physical exam within the last year, including documented proof of two doses of the MMR vaccine, a tetanus booster within the past 10 years, and a negative tuberculosis test or chest x-ray within the last six months. Also required are three doses of the Hepatitis B vaccine and proof of immunity to chicken pox.

**International Center**
The International Center, which has two departments, International Student Services and Study Abroad Programs, is located on the third floor of the Kinsley Building on the Downcity Campus. In addition, an International Student Advisor from the Center is located at the Student Academic Services Office in the Paramount Building at the Harborside Campus.

**International Student Services:** The main focus of the International Student Services Office is to help international students adhere to USCIS regulations, maintain their student status and access all the benefits permitted by
their student visa. However, a variety of other programs and services have been created to assist students from the moment they land at the airport until the day they graduate and beyond. The International Student Services Office offers arrival services and orientation programs for international students. In addition, information sessions on employment, tax and other immigration issues are offered regularly at both the Kinsley and Paramount offices.

**Study Abroad Programs:** The Study Abroad Programs Office works with all academic colleges at all campuses to offer a portfolio of study abroad programs to JWU students. Program information and applications are available at www.jwu.edu/international/studyabroad. Providence students can pick up program information at the annual fall Study Abroad Fair or at the International Center. Students attending other campuses can find program information at Student Academic Services. However, any interested student is encouraged to contact the Study Abroad Office for personal study abroad counseling.

**Other University Services**

**Center for Academic Support**
The Center for Academic Support offers a variety of services to assist each student in preparation for graduation and career placement. The center’s goals are to support students in their efforts to develop and maximize their talents, empower them to direct their own learning, and lead them to pathways of success. With emphasis on success, graduates acquire lifelong behaviors and attitudes which are recognized by employers. Consult the Student Handbook for more information.

**Learning Center for Writing and Academic Support**
The Learning Center for Writing and Academic Support offers students academic assistance. Writing laboratories for undergraduate and graduate students are available, including tutoring for all types of written projects, study skills remediation, and help in researching and designing papers.

**Multicultural Center**
The Multicultural Center was founded in 1993 to encourage efforts to respect, support and educate people of diverse backgrounds. The center exists as an integral part of campus life. Consistent with the mission of the university, its primary focus is to prepare all members of the university’s diverse student body to live and work in a world characterized by increasing diversity of every kind.

The MCC is a safe and a welcoming environment where all members of the campus community are offered the opportunity to celebrate their cultures and learn about the cultures of others. We strive to bridge cultural gaps and bring together individuals of diverse backgrounds. We also work to educate and develop awareness of cultural and personal differences in all people by sponsoring educational programs, cultural events and social activities. This includes developing ongoing relationships with students and student organizations, and promoting programs and services which impact all students and the Johnson & Wales community at large.

The Multicultural Center is located in the Xavier Complex, Downcity Campus at 60 Broad Street (in the center of the block surrounded by 61 Pine Street, Claverick Street, 60 Broad Street and Foster Street). Call 401-598-4776 or e-mail mcc@jwu.edu for information.

**Orientation**
Johnson & Wales University’s orientation program is designed to help students become acquainted with the university. Students are introduced to many university administrators, faculty and staff who provide valuable information on academic studies, student life, university policies and financial services.

**Professional Communication Center**
Strong communications skills appear at or near the top in nearly every survey of the attributes employers seek when hiring and promoting employees, and Johnson & Wales has responded to that demand. The Professional Communication Center (PCC) houses a variety of career-focused resources to help students in the graduate school improve their business communication skills. Established in 1997, the PCC offers individual and small-group instruction and tutoring, skills workshops, visiting lecturers, and a library of communications resources. The PCC emphasizes two core ideas:

- A motivational rather than a clinical model for improving skills. Students choose to use the center. It will be a place for them to gain assistance, but also to be challenged intellectually by advanced workshops in such areas as the culture of workplace communications, information design, job search communications, etc.
- Career focused teaching/learning strategies and materials. Students will work to improve their communication skills within the context of their field of study and their career interests.

The services of the PCC are available to all graduate students.
Safety & Security
The university’s Safety & Security Office is responsible for the enforcement of school policies, security on campus, and providing services for the university’s students, faculty and staff. Students are encouraged to take advantage of the services and programs offered by the Safety & Security Office, including
- CPR and first aid
- Auxiliary Student Officer program
- Engraving services
- Crime prevention classes
- Safety and security presentations

The Safety & Security Office is open 24 hours a day, 365 days a year. Students who need help or have questions should call extension 1103 from a university phone or 401-598-1103 from a non-university phone.

In compliance with the Crime Awareness and Campus Security Act of 1990, Johnson & Wales University publishes an Annual Security Report which discloses information about campus security policies and procedures, and statistics concerning reported crimes that occurred on campus, on university-controlled property, and on public property immediately adjacent to campus. A copy of the report may be obtained from the Admissions Office and/or Safety & Security Office. You may also visit www.jwu.edu/pdf/ri_safety.pdf for a copy of the most recent report.

Special Needs/Disabled Students
Johnson & Wales University is dedicated to providing reasonable accommodations to allow learning disabled, physically disabled and other challenged students to succeed in academic pursuits. While maintaining the highest academic integrity, the university strives to balance scholarship with support services which will assist special needs students in functioning in the university’s academic environment.

Applicants and students with special needs or physical disabilities should contact the director of the Center for Academic Support at 401-598-4689 to discuss the availability of reasonable accommodations where appropriate.

Student Activities
The Office of Student Activities offers many opportunities to enhance your educational experience at JWU. Some of the programs and services include sponsored concerts, weekend events and fitness programs. Organized recreational activities include club sports in bowling, chess, tai chi, table tennis, karate and billiards.

Athletics: The university is a Division III member of the NCAA and competes in the Great Northeast Athletic Conference.

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The athletic department also supports a very strong intramural sports division. A member of the National Intramural Recreational Sports Association, the university is very competitive in flag football, volleyball, indoor soccer, softball, basketball and floor hockey.

Notice of Nondiscrimination
Johnson & Wales University does not discriminate unlawfully on the basis of race, religion, color, national origin, age, sex, sexual orientation, gender identity or expression, or disability in admission to, access to, treatment of, or employment in its programs and activities.

(The term “sexual orientation” shall mean and be limited to having an orientation for or being identified as having an orientation for heterosexuality, bisexuality or homosexuality. This Nondiscrimination Policy shall not be interpreted to prohibit Johnson & Wales University from maintaining separate facilities, sports teams, housing, university-based social fraternities and sororities, and other programs and facilities, for males and females, in accordance with the provisions of Section 16-38-1.1 of the General Laws of Rhode Island, as the same may be amended from time to time, or similar laws applicable in other states where the university conducts operations).

The following person has been designated to handle inquiries regarding the Nondiscrimination Policy: Sandra Lawrence, Compliance Officer, Johnson & Wales University, One Cookson Place, Providence, RI 02903, 401-598-1423.
Course Descriptions

Please note that the university reserves the right to add, withdraw and revise any course described here as deemed necessary.

**Alan Shawn Feinstein Graduate School Courses**

**ACCT5000 CORPORATE FINANCIAL ACCOUNTING**
This course is designed for individuals entering the Alan Shawn Feinstein Graduate School who do not have an undergraduate degree in business. Topics include the basic concept of accounting, recording transactions for merchandising and non-merchandising corporations, and financial statement preparation.
Quarter Credit Hours 4.5

**ACCT6001 ACCOUNTING THEORY**
This course will involve an overview of the theory of accounting with emphasis on recent pronouncements issued by the Financial Accounting Standards Board. Prerequisites: Completion of required accounting prerequisite and foundation courses.
Quarter Credit Hours 4.5

**ACCT6002 PROFESSIONAL ETHICS FOR ACCOUNTANTS**
This course focuses on professional ethics, responsibilities, social obligations and anomalies facing the certified public accountant and management in the private sector. Case studies, AICPA Professional Standards, and the International Federation of Accountants Guidelines on Ethics are used to examine current issues. Prerequisites: Completion of required accounting prerequisite and foundation courses.
Quarter Credit Hours 4.5

**ACCT6003 ADVANCED AUDITING**
This course reviews various relevant auditing topics and enhances students' understanding of compilations, reviews and other attestation services so that they may perform certain audit procedures in a practice case format. This course is highly interactive with students working on various cases in a group format. Prerequisites: Completion of required accounting prerequisite and foundation courses, and knowledge of Excel or equivalent spreadsheet software.
Quarter Credit Hours 4.5

**ACCT6004 ACCOUNTING INFORMATION SYSTEMS**
The role of computers in public accounting, auditing, management accounting and consulting is examined in this course. In addition to reviewing hardware and software concepts, systems analysis and design, programming languages and EDP auditing will be studied. The computer will be used to evaluate accounting applications. Prerequisites: Completion of required accounting prerequisite and foundation courses, and knowledge of Excel or equivalent spreadsheet software.
Quarter Credit Hours 4.5

**ACCT6020 INDIVIDUAL TAXATION**
This course will examine the law of individual taxation from the standpoint of the Internal Revenue Code, pertinent regulations, and case law to ultimately foster an understanding of the U.S. tax system and the sources behind the law. Prerequisites: Completion of required accounting prerequisite and foundation courses.
Quarter Credit Hours 4.5

**ACCT6021 CORPORATE TAXATION**
This course will examine the law of corporate taxation from the standpoint of the Internal Revenue Code, pertinent regulations, and case law to ultimately foster an understanding of the U.S. tax system and the sources behind the law. Prerequisite: Completion of required accounting prerequisite and foundation courses.
Quarter Credit Hours 4.5

**COMM5000 EFFECTIVE COMMUNICATION**
This course introduces students to the communication skills required for graduate study and focuses on the differences between academic and business culture. Students learn how to prepare informative written documents, including the business e-mail, the business memo, the business letter and the academic research article summary. Students also learn how to deliver an informative oral presentation. The course instructor assesses student writing and presentation skills and in conjunction with the Professional Communications Center, provides individual coaching in grammar and style related issues. The course also introduces students to the basics of documentation and APA citation required in all graduate coursework. Students must pass the final exam in order to advance to COMM5500.
Quarter Credit Hours 4.5

**COMM5500 STRATEGIC COMMUNICATION**
This course provides students with instruction and hands-on practice in planning, executing and evaluating strategic business communication, both written and oral. The course focuses on the following: the strategic planning necessary to develop persuasive memos, letters and oral presentations; the analysis of a variety business documents; and the implementation of business strategy through completed course projects. The course uses case studies to help students critically analyze business situations in context in order to plan and execute effective communication. ESL students must take COMM5500 prior to taking this course. Prerequisite: Completion of required foundation courses.
Quarter Credit Hours 4.5

**COMM6000 ADVANCED PROFESSIONAL COMMUNICATION**
Strong presentation skills are vital for management success. This course focuses on developing students' advanced oral presentation skills in a workshop environment. Students learn the skills necessary to prepare professional business presentations, including instruction in advanced Power Point techniques. Students make weekly oral presentations throughout the term, are videotaped and receive individualized instructor and peer feedback. Prerequisite: COMM5500.
Quarter Credit Hours 4.5

**COMM6041 COMMUNICATION SPECIAL TOPICS**
This course presents students with the opportunity to explore contemporary issues in communication, both specific to business and inherent to multiple professional disciplines. Students refine their skill sets through a variety of collaborative and individual projects, presentations, case studies and research. Prerequisite: COMM5500.
Quarter Credit Hours 4.5

**ECON5000 ECONOMICS IN THE GLOBAL ECONOMY**
This course consists of micro and macroeconomic issues and principles as they apply to the world economy. Course content includes product and resource markets with an emphasis on demand, supply, elasticities and consumer behavior. The features and goals of capitalism, the market system, national income, business cycles, and monetary and fiscal policies as they relate to the world economy and international trade, are detailed.
Quarter Credit Hours 4.5

**EVNT6000 EVENT LEADERSHIP**
This advanced course enables students to gain competence in the specific techniques used by professional event leaders to lead events through the phases of research, design, planning, coordination and evaluation. Students assess the marketing opportunities; legal, ethical and risk management issues, and technological advances within the profession. Prerequisites: HOSP5500 and completion of required prerequisite and foundation courses.
Quarter Credit Hours 4.5
EVNT6020 EVENT OPERATIONS AND RISK MANAGEMENT
This advanced course enables students to gain competence in the specific risk management, risk operations, risk assessment, planning and evaluative techniques used by professional event leaders to mitigate risk proactively. Students gain knowledge in risk management, risk operations, risk assessment, avoidance, planning and control of risk associated with events, and explore methods for eliminating, reducing and transferring these risks to improve the successful outcomes of their events. Students gain proficiency in assessing risk operations, understanding the liabilities of conducting an event, contract law, contractual responsibilities in planning and implementing an event, either for one’s own organization, or acting as an agent on a fee-for-service basis. Prerequisites: HOSP5500 and completion of required prerequisite and foundation courses.
Quarter Credit Hours 4.5

EVNT6030 EVENT MARKETING & GLOBAL MEETINGS/EXHIBITIONS
This course focuses on the practical methods of event marketing using the latest information regarding cyber event marketing (event e-commerce) and effective use of the latest technology to reach targeted event markets. Additionally, students research and study global opportunities in international meetings, and engage in planning and managing global meetings, conventions and exhibitions with an emphasis on national and international perspectives. Prerequisite: EVNT6000 or EVNT6020.
Quarter Credit Hours 4.5

FISV6000 FINANCIAL MANAGEMENT
This course will provide the student with sufficient analytical skills to interpret and act upon financial data and information that lead to sound financial decisions for business organizations. Topics include the time value of money, capital budgeting methods, financial statement analysis, breakeven analysis, short and long term financing methods, and topics in international financial management. Contemporary financial management techniques will be discussed throughout the course. Prerequisites: Completion of foundation courses.
Quarter Credit Hours 4.5

FISV6020 TAX PLANNING FOR THE FINANCIAL MANAGER
This course will offer the student a practical approach to understanding the complexity of the U.S. tax system. Discussion will center on the tax laws as a means of fiscal policy. The student will explore how to plan to utilize the tax system for financing company needs. The course is designed to teach students how to research and understand the initiation of tax law, how this is brought through the Treasury Department, and how judicial interpretation effects the understanding of tax issues. Emphasis will be placed on effective planning in the overall financial scheme. Prerequisite: FISV5600 or HOSP5600.
Quarter Credit Hours 4.5

FISV6030 FINANCIAL REPORTING AND CONTROL
This course will offer students a practical approach to understanding financial reporting. Students will learn the requirements of generally accepted accounting principles in financial statement preparations by researching and analyzing publicly traded companies. Emphasis will be placed on how the financial statements translate into stock prices and how they can be used as a barometer of a company’s financial position. Students will explore how companies in trouble can benefit from implanted controls, via the financial reporting process, to ensure earlier and better insight in making difficult decisions. Prerequisite: FISV5600.
Quarter Credit Hours 4.5

FISV6035 MERGERS AND VALUATIONS
Merger and acquisition activity (M&A) has been running at a high pace, domestically, overseas and across borders. The study of M&A involves a complex set of accounting, legal, operational management, governance, competitive and economic issues. Finance and the concepts of valuation are at the heart of most M&A transactions. This course reviews some of the core concepts involved in mergers and acquisitions; value, negotiations, deal structuring, corporate strategy and value added, financing and tax consequences, to name a few topics. Prerequisite: FISV6030.
Quarter Credit Hours 4.5

FISV6041 FINANCE SPECIAL TOPICS
This course will offer the student a practical approach to understanding various topics facing financial managers today. As the role of the finance person evolves to become an intricate part of the management team, the student will need to explore the interrelated issues of finances to the overall company operations. The topics will be presented on a high level to allow the student a general understanding. The use of financial periodicals and case studies will serve as the text for this course. Prerequisite: FISV6030.
Quarter Credit Hours 4.5

FISV6050 STRATEGIC FINANCIAL PLANNING
This course will offer students a practical approach to understanding the budgeting process. Students will be exposed to the complete cycle of budgeting, from understanding the strategic plan that initiates the budget process to auditing the results. Students will see the interrelating components of the operational budget to the capital budget and how these build to the cash flow budget. Students will be able to translate the cash flow necessary to support the strategic plan to financing requirements that need to be met by banking or other sources. Students will apply research techniques in coordinating a comprehensive strategic plan with a particular industry. Prerequisite: FISV6030 or HOSP5600.
Quarter Credit Hours 4.5

FISV6055 SERIES 7 PREPARATION
This course prepares students to sit for the NASD Series 7 examination. It is also designed for students who plan to pursue a career in the financial services industry. The Series 7 exam qualifies people interested in gaining employment as a General Securities Registered Representative, which enables an individual to sell stocks, bonds and options. Course topics include equities, debt/bonds, options, trading markets, regulations, tax laws, investment companies and initial public offerings. Prerequisites: FISV6030, completion of foundation courses and permission of instructor.
Quarter Credit Hours 4.5

FISV6056 FUNDAMENTALS OF INVESTMENT AND PORTFOLIO MANAGEMENT
This course introduces students to the fundamentals of investment and portfolio management. It focuses student attention on the impact asset diversification has on expected portfolio outcomes. Students should complete the course with a thorough understanding of most investment vehicles and how they can be used in varying weights to influence the short- and long-term returns of an investment portfolio. Student apply the basic tenets of FISV5600 by applying ratio analysis in the course of investment decision-making. Upon completion of the course, students are better prepared to make prudent investment decisions in both their professional careers as well as their own personal financial planning. Prerequisite: FISV6030.
Quarter Credit Hours 4.5

GRAD6093 GRADUATE CAREER CO-OP
In this capstone experience for graduate students, experiential learning takes place in diverse industry settings commensurate with the student’s prior experience and area of interest. Upon completion of a selective application and acceptance process, students perform in the workplace while simultaneously preparing a graduate-level report and presentation. Academic credit is awarded for this hands-on paid or unpaid experience, which can take place domestically or internationally. Prerequisites: 18 quarter credit hours, a 3.5 GPA or higher at the time of application, and meeting all other eligibility requirements.
Quarter Credit Hours 4.5

HOSP5000 HOSPITALITY AND TOURISM INFORMATION TECHNOLOGY
This course provides managers with an understanding of the uses of computer systems, software applications and other technology as they apply to the hospitality and tourism industries. Students learn to recognize quality data and manage with information through report generation, while modeling techniques used by managers to enhance tactical and strategic business problem solving. The course emphasizes decision making that integrates technology with operations, strategic planning and financial management concepts.
Quarter Credit Hours 4.5
HOSP5500 HOSPITALITY AND TOURISM GLOBAL ISSUES
This advanced survey course focuses students on the scope and depth of management responsibility as senior property managers and corporate officers of various hospitality and tourism organizations. It provides students with the knowledge, skills, and attitudes necessary to undertake leadership responsibilities in the increasingly interdependent and complex hospitality industry. Group and individual research will examine trends as well as industry-wide problems and concerns of current interest. Prerequisite/Corequisite: COMM5500. Quarter Credit Hours 4.5

HOSP5600 HOSPITALITY AND TOURISM FINANCIAL MANAGEMENT
This course will examine the financial processes that middle and senior managers use in the day-to-day operation of businesses within the hospitality industry. It will aid specifically in the development of skills sets aimed at broadening a manager’s ability to report cash flows effectively, analyze sales and sales mixes, establish pricing based upon using yield management, generate revenues, compare costs of product and productivity, make capital decisions based upon valid economic analysis, and use historical company and industry data to identify trends and forecast business activities. Prerequisites: COMM5500, HOSP5500. Quarter Credit Hours 4.5

IBUS6030 FRANCHISING AND LICENSING
This advanced course focuses on the scope and depth of growing a business through cooperative strategies, especially franchising and licensing. The course covers key management, operations and legal issues involved with these growth strategies. Students learn to negotiate and manage contracts, foster franchisor-franchisee relationships through channel communication and create a sustainable competitive advantage. Prerequisites: COMM5500, MRKT5500. Quarter Credit Hours 4.5

HOSP5601 HOSPITALITY SPECIAL TOPICS
This course focuses on an area of study regarding a specific hospitality issue that will be covered in-depth. The selection of a topic is inspired by current developments, trends or area of expertise that is important to or affecting the hospitality industry. Prerequisites: HOSP5500, HOSP5600. Quarter Credit Hours 4.5

HOSP5800 HOSPITALITY AND TOURISM BUSINESS POLICY AND STRATEGY
Using a case study and seminar approach, this course provides participants with a firm understanding and appreciation of various managerial strategies available in the hospitality industry. Emphasis will be placed on those marketing and financial concepts specific to the creation of long term business strategies. Students will be encouraged to identify and apply strategies appropriate to market leaders, growth companies, firms entering the business, and those wishing to grow through mergers and acquisitions. Students will develop the skills necessary to 1) guide decision-making regarding acquisition and development of hospitality and tourism-related businesses, and 2) analyze the role of franchising in the strategic planning of a business. Prerequisites: COMM5500, HOSP5800, MGMT5800, MRKT5500. Quarter Credit Hours 4.5

IBUS6041 INTERNATIONAL TRADE AND FINANCE
This course introduces students to the basic principles and institutions of international trade, importing, exporting, finance and international risk assessment. Topics examined include the balance of payments, foreign exchange markets and letter of credit. In addition, students gain insight into the ethical, international and multicultural dimensions of organizational behavior. The effective use of the International Trade Data Network is an integral part of this course. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6045 INTERNATIONAL RELATIONS AND ORGANIZATIONS
This course introduces students to the basic principles and institutions of international relations that remain constant despite the challenges of current international conflict. The course focuses on international security, examining both power politics and alternatives to power. International conflict is examined and the work of international organizations analyzed. Enforcement of international law and the use of conflict resolution is proposed. Students examine the international economy and discuss problems arising from the North-South gap. Course requirements include research, class discussion and presentation. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6020 INTERNATIONAL BUSINESS NEGOTIATIONS
This course is designed to provide students with the theory and practice of international business negotiation that would allow them to conduct talks successfully in a variety of international settings. It will expose the students as managers to a broad spectrum of business negotiation issues across the board and assist them to feel comfortable in an interactive international trade environment. A basic assumption of the course is that the contemporary manager handling business internationally is required to have both analytic and interpersonal skills to conduct full-fledged negotiation effectively and successfully. This course is designed to give students the opportunity to develop these types of negotiation skills through a learning experience. Every class will deal with an aspect of negotiation in depth, explain various key notions, discuss home-assigned readings, and investigate important issues that have been brought up with regard to the way prospective managers handle negotiation. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6030 EUROPEAN UNION AND THE WORLD COMMUNITY
This course is designed for the student who wants to acquire fundamental knowledge of the political, economic and institutional structures of the European Union and what it means for the approximately 375 million people who live under its jurisdiction. This course examines the reasons behind Europe’s movement towards integration following World War II and traces its development over the last fifty years into one of the world’s economic superpowers. By surveying key developments, institutions and policies, students become familiar with how the European Union affects its member states, citizens and the world, both economically and politically. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6035 GLOBAL TRADE AND FINANCE
This course reviews the various theories and practices of international trade, importing, exporting, finance and international risk assessment. Topics examined include the balance of payments, foreign exchange markets and letter of credit. In addition, students gain insight into the ethical, international and multicultural dimensions of organizational behavior. The effective use of the International Trade Data Network is an integral part of this course. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6041 INTERNATIONAL TRADE SPECIAL TOPICS
This course focuses on an intensive study of one or more topics in the area of international trade that are not presently offered in the curriculum. The selection of topics will typically be inspired by a current development or emerging trend that affects trade either globally or in an important region. Special interests that students might have will also determine the selection of topics. Emphasis will be given to exploring techniques that practitioners can use to effectively deal with the problems and opportunities raised in the topics under consideration. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6045 INTERNATIONAL RELATIONS AND ORGANIZATIONS
This course introduces students to the basic principles and institutions of international relations that remain constant despite the challenges of current international conflict. The course focuses on international security, examining both power politics and alternatives to power. International conflict is examined and the work of international organizations analyzed. Enforcement of international law and the use of conflict resolution is proposed. Students examine the international economy and discuss problems arising from the North-South gap. Course requirements include research, class discussion and presentation. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

LAW6000 LAW FOR ACCOUNTANTS
A study of security regulations, bankruptcy, wills and estates, antitrust, employment law and products liability. Special emphasis is placed on the legal liability of the accountant and professional responsibility. Prerequisites: LAW3010 and completion of required accounting prerequisites and foundation courses. Quarter Credit Hours 4.5
MATH5000 QUANTITATIVE ANALYSIS FOR PROBLEM SOLVING AND DECISION MAKING
This course uses a problem-based, case study, and personal computer approach to solving business and organizational problems. Special emphasis is given to making well-informed decisions with numerical data. The aim of the course is to show the student by example that numerical and statistical analysis clarifies and sheds light on complex situations. During analyses, students will draw meaningful and useful conclusions and learn much about a problem. Drawing existing models, theories and examples presented in class, students will use the power of the personal computer for calculations. Upon course completion, students will be trained to develop a system of general principles in performing data analysis that is widely applicable to the business sector.
Quarter Credit Hours 4.5

MGMT5000 MANAGEMENT AND THE GLOBAL ECONOMY
This course emphasizes the main functions of management: planning, controlling, organizing, staffing and directing. In addition, international market entry strategies and the challenges of doing business in a multicultural environment are examined. Economic, political and social risk factors as they relate to management in a global economy are reviewed.
Quarter Credit Hours 4.5

MGMT5019 CAREER ASSESSMENT AND PLANNING
This course provides students with key tools that will enable them to plan and advance their careers. Students perform self-assessments, conduct informational interviews and plan their own career portfolios.
Quarter Credit Hours 2.25

MGMT5060 HUMAN RESOURCE ISSUES
This course will review how general managers in both domestic and international organizations can address traditional human resource concerns—employee recruitment, selection, training, motivation, compensation and performance appraisal—within the context of strategic planning. Prerequisite: COMM5500.
Quarter Credit Hours 4.5

MGMT7000 PROFESSIONAL ETHICS
The focus of this course is enhancing the capacity in students to make difficult and necessary ethical choices on the basis of limited information and frequent conflicting values. In their future roles as professionals in a chosen field, students will face moral temptation and ethical dilemmas that resist easy answers or simple formulas for action. A major goal of this class is to prepare students to ask important questions, test the strengths and limits of various approaches to seeking answers, and act more thoughtfully, courageously, and creatively in uncertain situations. Students explore the ethical decision-making process, professional codes of ethics and accepted standards of practice, and major ethical issues confronting professionals in their fields today and in the near future. Prerequisite: Completion of required foundation courses.
Quarter Credit Hours 2.25

MGMT5800 ORGANIZATIONAL BEHAVIOR FOR EFFECTIVE LEADERSHIP
This course will review how managers can become effective leaders by drawing on a knowledge of the contemporary concepts, theories and skills used in the field of organizational behavior. In addition to developing diagnostic and problem solving skills, a major focus of this course will be helping students develop a professional competency in the interpersonal skills that numerous studies have shown to be critical for being a successful leader in an organization. Particular emphasis will be placed on the ethical, international and multicultural dimensions of organizational behavior. Students will engage in experiential exercises and conduct research on selected topics in the fields of leadership and organizational behavior. Prerequisite/Corequisite: COMM5500.
Quarter Credit Hours 4.5

MGMT6000 THE LEADER AS COACH
This is an advanced management course that will enable students to gain competence in the specific techniques that effective leaders use to empower their workforce through coaching. Students will learn the fundamental theories of coaching through selected readings and class presentations, and use this knowledge to engage in experiential exercises. During these exercises, students will receive feedback on their technique. Once competence is gained in fundamental skills, students will be encouraged to develop their own personal method of coaching and to adapt their style of coaching to different situations. Particular emphasis will be given to dealing with cultural issues encountered when coaching a global workforce. Students will conduct research through self-assessments and group projects on selected topics in coaching. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6010 PROJECT MANAGEMENT
This is an advanced management course that will enable students to gain competence in the specific techniques used by effective managers to lead projects of limited duration. Project leadership is presented as a particularly effective technique for managing people in the service industries, technical specialists and professionals of all kinds. In addition to reviewing the traditional theories of project leadership, the professor will introduce team-based process analysis, several practical analysis tools, and research methods that can be used for everyday task and project leadership. Particular emphasis will be given to leading global, multicultural project teams that employ virtual as well as face-to-face meetings. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6015 OPERATIONS MANAGEMENT
Operations Management (OM) is an area of study that impacts the manufacturing and service industries. This course provides students with a broad introduction to the field of operations management in a realistic and practical manner. The course blends accounting, industrial engineering, management science and statistics to assist in solving real-world operations management problems. The course integrates case studies in many of the operations management areas of study, such as product design, quality, globalization and inventory control. Prerequisite: MGMT5800.
Quarter Credit Hours 4.5

MGMT6020 LEADING ORGANIZATIONAL CHANGE
This is an advanced course that focuses on the human side of leading organizations through periods of change. Major change models developed by behavioral sciences will be explored in depth so that students can appropriately diagnose the change strategies needed in particular situations. Research methods used by practitioners for diagnosing organizational issues associated with change will be studied and applied. Particular emphasis will be given to dealing with cultural issues embedded in the global context of many change efforts. Presentations by distinguished practitioners, case analyses and experiential exercises will strengthen students’ skills and improve their understanding of the key concepts. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6030 ENTREPRENEURSHIP
This advanced management course enables students to gain competence in the specific techniques used by successful entrepreneurs. This course examines entrepreneurial myths and realities, as well as the concept of corporate entrepreneurship. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6041 MANAGEMENT SPECIAL TOPICS
This course will examine in detail current problems facing management in a global economy. Prerequisites: COMM5500, MRKT5800.
Quarter Credit Hours 4.5
MGMT6050 LABOR RELATIONS
This course studies the development of labor unions and labor legislation in the U.S. The course surveys the effects of union organization and representation, collective bargaining and negotiation, the grievance and arbitration process, and the laws, agencies and issues impacting labor-management relations in the public and private sector. The course also reviews basic provisions of a collective bargaining agreement and contract administration. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6055 LEGAL ISSUES IN HUMAN RESOURCES
Students in this course study the various legal issues that employers and employees must confront in today's corporate environment. The course involves examination and discussion of issues such as discrimination, wrongful termination, appropriate hiring and personnel practices, considerations with a unionized workforce, workers compensation and various other legal issues. Prerequisites: MGMT5600, MGMT5800.
Quarter Credit Hours 4.5

MGMT6060 FACILITATING ADULT LEARNING AND PROFESSIONAL DEVELOPMENT
This course assists the human resource manager in planning, developing and administering programs for staff. It includes a study of principles of adult learning, evaluation and assessment of adult learners, and methods follow-up. The course also addresses techniques for the evaluation and review of external programs. Prerequisite: MGMT5800.
Quarter Credit Hours 4.5

MGMT6055 WAGE AND SALARY ADMINISTRATION
This course reviews the fundamentals of wage and salary programs, including the development of job descriptions, performing job evaluations, conducting salary surveys, adjusting pay structures, considering differentials, and relating pay to performance. Benefits programs and related employee incentive and service programs are also covered. Ways to link performance to both monetary and non-monetary rewards will be reviewed, including profit sharing, bonus plans, stock options, awards and special rewards for managerial personnel. Legislative restraints and tax treatments are discussed and behavioral theories are highlighted as they apply in this area. The incorporation of technology as it relates to Human Resource Management Systems that increases efficiency in pay, benefits administration, and aligning HR with organizational activities are also covered. The synthesis of pay, benefits administration and HR technology integrates the selection, development and administration of practical programs and systems. Prerequisite: MGMT5600.
Quarter Credit Hours 4.5

MGMT6800 BUSINESS POLICY AND STRATEGY
This interdisciplinary capstone core course focuses on how to create, identify and manage competitive advantage within an organization. Students are encouraged to use skills and insights developed during prior coursework as they strategically analyze contemporary business issues and cases. Throughout the course, particular emphasis will be placed upon developing both a strategic perspective and a global viewpoint. Students formulate strategies and tactics that are appropriate for the different organizations under consideration. Readings, exercises and class discussions will focus on real world examples of strategic issues that students are likely to encounter as managers of organizational units. Tools and techniques for performing strategic analyses and stimulating innovative problem-solving in a highly competitive global environment will be covered in detail. Students will complete a major comprehensive project that will be graded collaboratively. Prerequisites: COMM5500, FISV5600, MGMT5800, MRKT5500.
Quarter Credit Hours 4.5

MRKT5010 MARKETING CONCEPTS
This introductory course is designed to prepare graduate school candidates with the level of knowledge necessary to succeed in requisite courses. It presents the major principles and practices of marketing. Emphasis is placed on marketing strategies, the target consumer, market analysis, positioning and differentiating products, and promotional strategies. Quarter Credit Hours 4.5

MRKT5500 STRATEGIC SERVICES MARKETING
This course assists students in identifying the role of consumer behavior in marketing services and the various marketing strategies and opportunities commonly used in the services industry. Students perform assessments of various marketing plans common to the services industry and demonstrate strategic thinking in situated examples. Students discuss the unique elements of the service industry as they affect marketing strategies, use various analytical tools to measure marketing strengths and weaknesses of a firm, and indicate the specific marketing opportunities within a company that are most likely to produce profits. Prerequisite/ Corequisite: COMM5500.
Quarter Credit Hours 4.5

MRKT6010 ADVERTISING AND PROMOTIONAL STRATEGIES
This course is focused on researching the marketplace, forecasting, planning, problem solving, and decision making as they apply to promotional activities. Students will investigate the various areas of promotion in addition to learning the skills necessary to work with an outside agency or an internal department. Analysis of the major components: personal selling, advertising, sales promotion and public relations. Topics discussed include advertising objectives, budget, media strategies, client-agency relationships, and measuring advertising effectiveness. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6030 ADVANCED MARKETING RESEARCH
This course is designed as an advanced study covering the total process of generating, transforming and appraising data into relevant information for the marketing decision-maker. Emphasis is placed on the utilization and analysis of research data. Additional areas discussed are research methodology, design techniques, survey development, sampling techniques and techniques of statistical data analysis. Prerequisites: COMM5500, MRKT5500, RSCH5520.
Quarter Credit Hours 4.5

MRKT6035 BRAND MANAGEMENT
This advanced marketing course focuses on the role of brand management in organizations, both large and small. A key component of this course is the historical development and current evolution of brands. The role of technology is explored. Current issues in brand management are an integral part of this course. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6040 E-COMMERCE STRATEGIES
This course will provide students with a broad overview of the technology available for businesses. Systems and application of various types of electronic commerce entities will be discussed with a practical approach to their usage. The paradigm shift of technology in business, including the intranet, extranet and Internet, will be discussed. Additional topics covered include legal issues, personnel and staffing, video-conferencing and databases. Students are expected to have a working knowledge of computers. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6041 MARKETING SPECIAL TOPICS
This course is an intensive study of one or more contemporary issues within the marketing industry. Emphasis is placed on literature review, case analysis and industry insight. Current events and industry demand will dictate the specific topics discussed. Situation analysis and strategies of the current marketplace will be discussed. Student special interests may also create demand for a course offering. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6045 GLOBAL MARKETING
This course exposes students to domestic and international marketing concepts and philosophy as they relate to organizations. Students learn to create and utilize marketing strategies. An analysis of corporate international strategy and industry structure is included. A review of historic and geopolitical international involvement, as it relates to business strategy, is examined. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5
RSCH5500  RESEARCH AND ANALYSIS
This course enables graduate students to design and implement research in business and related disciplines. Students develop conceptualizations of research problems based on a critical review of research literature. Current examples are used to illustrate applications of quantitative, qualitative and theoretical approaches to inquiry and research. The language, logic, major concepts, strengths, weaknesses and limitations of these approaches are noted. Practical implications of researching in business and industry are emphasized. Prerequisite: MATH5000.
Quarter Credit Hours 4.5

RSCH5510  CONDUCT OF INQUIRY
This course introduces students to the basic methods of acquiring and reporting information used in business and academic reports. Subject matter includes the distinction between facts and opinions, bibliographic research, the value of “peer review,” the critical assessment of information, and methods for the objective presentation of quantified information (charts and tables). Prerequisites: COMM5500, RSCH5500.
Quarter Credit Hours 2.25

RSCH5520  RESEARCH AND ANALYSIS II
This course is designed as the basic research and analysis class for graduate students. Subject matter addresses basic research methodology and introductory inferential statistics. Prerequisite: RSCH5510.
Quarter Credit Hours 4.5
School of Education Courses

EDUC5004  INTRODUCTION TO STANDARDS-BASED EDUCATION
Through course content and readings, instructional modeling and related fieldwork, participants are introduced to how students learn, the role of the family in student learning, constructivist philosophy and its relationship to standards-based curriculum, assessment and instruction. The course takes participants through the process of analyzing their field experiences with relation to standards and to principles of learning. Participants reflect upon a variety of tasks through a standards-based conceptual framework, understanding how assessment is intricately woven into the teaching and learning process, and developing strategies for recording, reflecting and reporting on student learning.
Quarter Credit Hours 4.5

EDUC5012  TEACHING LITERACY IN THE CONTENT AREA
This course offers prospective teachers the opportunity to study literacy as a language, thinking and social process. Special emphasis is placed upon the techniques of teaching content vocabulary, applicable study skills, and upon the adaptation of materials to meet the differing needs of a diverse classroom population. Readability levels, reading competency levels, various methods of student assessment, and models of directed reading activities are discussed. Based on course content, participants will design lessons and implement them through their fieldwork. Prerequisite: EDUC5004, SPED5001, EDUC5040 or department permission.
Quarter Credit Hours 4.5

EDUC5016  MATHEMATICAL PROBLEM SOLVING AND COMMUNICATION IN THE K-5 CLASSROOM
Participants explore research on mathematical problem solving and communication, build an understanding of the R.I. Grade Level Expectations, and assess numerous examples of student work with a scoring guide to examine student understanding of mathematical concepts and communication to inform instruction. Participants also learn to recognize the qualities of a good problem solver, explore and practice strategies that promote good problem solving and communication in mathematics, and investigate resources to use in classroom instruction. This course is taught off-campus.
Quarter Credit Hours 4.5

EDUC5017  MATHEMATICAL PROBLEM SOLVING AND COMMUNICATION-BUILDING RESOURCES TO INFORM INSTRUCTION
Participants explore research on problem solving, serve local assessment needs through use of an assessment rubric, and develop problem solving tasks for instruction and formal assessment. Participants also critically analyze the underlying mathematics in problem solving tasks, assess student work to inform instruction, improve validity and reliability, and develop resources to support the assessment rubric. This course is taught off-campus. Prerequisite: EDUC5016 or department permission.
Quarter Credit Hours 4.5

EDUC5040  BEST PRACTICES IN LITERACY INSTRUCTION
The Balanced Literacy Model is an instructional framework designed to teach phonemic awareness, phonics, vocabulary/word study, reading fluency and reading comprehension within the context of lesson design observed and implemented in elementary through secondary classrooms. Through course content, instructional modeling, and related fieldwork, participants are introduced to strategies to motivate and teach students reading, writing, speaking and listening, English Language Arts as an interdisciplinary and developmental process, planning for instruction, competence in word attack skills and comprehension strategies are stressed. Participants analyze current research regarding best practices in reading, writing, speaking and listening. Prerequisite: EDUC5004, SPED5001 or department permission.
Quarter Credit Hours 4.5

EDUC5055  ENHANCING STUDENT LEARNING THROUGH THE ARTS
This course emphasizes purposes, standards and methods of instruction for teachers in visual art and music. It surveys the historical, philosophical, procedural and curricular processes involved in classroom art and music in order to integrate the arts within the teaching of other disciplines. Through library and Internet research, students integrate instructional lessons with art and music. Emphasis is placed on standards, grade appropriate subject matter, art media, music and technology. Prerequisite: EDUC5040 or department permission.
Quarter Credit Hours 2.25

EDUC5075  FUNDAMENTALS OF EDUCATIONAL RESEARCH
This course introduces participants to the basic methods of acquiring and reporting information in educational research. Participants will review, synthesize, analyze, and report on educational research including qualitative and quantitative studies, which address current educational topics or issues. Additionally, an action research collaborative model will be introduced as way to improve teacher practice and student learning. Prerequisites: SPED5001, EDUC5004.
Quarter Credit Hours 2.25

EDUC5310  EXPLORATION OF TEACHING AND LEARNING
This course examines fundamental principles, beliefs and issues in teaching and learning. Participants explore these areas of inquiry to develop a vision of effective teaching for all students that will serve as a foundation for the Teaching and Learning master's degree program. Emphasis is on the importance of teacher quality and developing quality teaching. Various theories and philosophies will be explored to evaluate their role in accomplished teaching. Equal emphasis is also given to the critical role of research and data to guide instruction and instructional planning. Through critical analysis and course work, participants analyze and apply their understandings to their teaching context to document their emerging concepts of teaching excellence. Additionally, participants will begin their capstone project by identifying issues of interest within their teaching context that merit deep exploration. Prerequisite: Enrollment in the Teaching and Learning M.Ed. program.
Quarter Credit Hours 9.0

EDUC5320  MONITORING AND MANAGING STUDENT LEARNING
This module examines students' role in the teaching and learning equation, and how teachers can impact the learning process. The course focuses on the interactive nature of teaching for learning in which the teacher continuously and proactively supports student learning. The course emphasizes three major themes: 1) discovering how students learn and using this knowledge to support student learning by designing effective learning environments; 2) knowing students as individuals and how their backgrounds, strengths and challenges affect teaching and learning; 3) connecting the first two themes to discover the essential role of the teacher, actively monitoring and managing the learning environment and student learning. Through critical analysis and course work, participants analyze and apply these understandings to their teaching context to document their emerging mastery and use of strategies to support student learning. Prerequisite: EDUC5330 or department permission.
Quarter Credit Hours 9.0

EDUC5330  STANDARDS, CURRICULUM AND INSTRUCTIONAL DESIGN
This module examines the nature and roles of standards, curriculum and instructional design in teaching for learning. The major focus of the course is on the essential integration of standards, curriculum and instructional design to facilitate deliberate and strategic planning for student learning. Emphasis is on identifying how standards support student learning, the relationship between curriculum and classroom instruction, and the locus of the teacher in planning and designing effective learning experiences. An additional theme of the course is the teacher's crucial roles as designer, producer, consumer and critical reviewer of the three. Through critical analysis and course work, participants analyze and apply these understandings to their teaching context to document their emergent facility and expertise with standards, curriculum and instructional design. Prerequisite: EDUC5310 or department permission.
Quarter Credit Hours 9.0
EDUC5401 STRATEGIES FOR TEACHING MATHEMATICS THROUGH LITERACY AND TECHNOLOGY
This course is based on the Thinking Mathematics Principles implemented by the American Federation of Teachers. It examines current research in best practices for delivering mathematics instruction. Value is placed on thinking, reasoning, communicating mathematically, and making connections among mathematical ideas and real-world situations. The foundation for delivering instruction is based on Thinking Mathematics Ten Principles, which have emerged from current scientifically-based research, including the Third International Mathematics and Science Study (TIMSS). Participants observe, reflect, and implement lessons based on course content through related fieldwork. Participants use protocols for looking at student work for a variety of reasons. This course provides participants with an opportunity to deepen their mathematical understandings and align their instructional practice with research-based strategies resulting in improved student performance. Prerequisite: EDUC5004, SPED5001, EDUC5040 or department permission.
Quarter Credit Hours 4.5

EDUC5402 STRATEGIES FOR TEACHING SCIENCE THROUGH LITERACY AND TECHNOLOGY
This course is designed to critically analyze curriculum and the process of teaching and learning science with a technology component. Current theories regarding instructional strategies for science, the application of language arts skills in the content area, and uses of various technologies in the classroom are integrated into the course. Emphasis is placed on a student-centered approach to science including discovery, inquiry and experimentation. Consistent with the hands-on approach to developing aspiring teachers, field experiences play a vital role in this course. Prerequisite: EDUC5004, SPED5001, EDUC5040 or department permission.
Quarter Credit Hours 4.5

EDUC5510 THE RHODE ISLAND DIPLOMA ASSESSMENT SYSTEM: GRADUATION BY PROFICIENCY
This course is appropriate for all educators, district and school administrators, teacher leaders, and classroom teachers. Participants gain competency in the Proficiency Based Graduation (PBGR) requirements of the R.I. High School Diploma System using the necessary information and protocols to allow them to facilitate implementation of a diploma system in their own district/school. Participants learn how the PBGR components (Proficiency, Sufficiency and Standard Setting, Assessments, and Access and Opportunity) are defined and integrated in the high school regulations. Participants extend their knowledge of the above by using a variety of assessments to assess proficiency for graduation, learning how to develop fair and valid assessments and rubrics aligned to standards, and validating existing tasks regarding fairness and bias. Common themes include the support systems that are needed to implement a valid high school diploma system (i.e., alignment, adopted policy and protocols, communication strategies, accountability and evidence of these structures in place). This course is taught off-campus.
Quarter Credit Hours 4.5

EDUC5520 TEAMING FOR MIDDLE SCHOOL TEACHERS
Participants learn and apply the basics of effective teaming across the full continuum of learning, including developing team norms and a team vision, team goals, common expectations for students, team governance structures, team organization and procedures, creating team identity, effective communication, and essentials of interdisciplinary instruction. The target is to improve the teachers’ ability to improve student achievement through teaming practices. Flexible scheduling and student grouping practices are explored and developed within each team’s school structure. Delegating team and individual accountability within the context of change, conflict resolution, and interpersonal relationships are discussed and explained. A second target is the development and effective use of common planning time for team teachers as it applies to all of the above. This course is taught off-campus.
Quarter Credit Hours 4.5

EDUC5550 COLLABORATIVE STRATEGIES
This course is designed to prepare teachers and administrators to be part of an inclusive school. Interdisciplinary teams, including special educators, work together to research and implement a variety of research-based inclusive practices. Teachers implement these practices in model lessons and reflect upon their effectiveness in increasing the achievement of all students. This course is taught off-campus.
Quarter Credit Hours 4.5

EDUC6004 METHODS OF TEACHING CULINARY ARTS
This methods course is designed to provide knowledge of the principles and techniques of instruction as it pertains to the experiential classroom of culinary arts. Emphasis is on long-range and daily lesson plans, methods, tools and skills of instruction, and the organization of instructional materials and supplementary materials in order to accommodate the special needs, and individual differences among students in today’s diversely populated secondary school classrooms. During their fieldwork, participants will implement and reflect upon unit lessons they have constructed. The importance of staying abreast of professional practices, trends, and research will be stressed via an outside reading list. Prerequisite: EDUC5004, SPED5001, EDUC5040 or department permission.
Quarter Credit Hours 4.5

EDUC6007 METHODS OF TEACHING FOOD SERVICE
This methods course is designed to provide knowledge of the principles and techniques of instruction as it pertains to the experiential classroom of culinary arts. Emphasis is on long-range and daily lesson plans, methods, tools and skills of instruction, and the organization of instructional materials and supplementary materials in order to accommodate the special needs, and individual differences among students in today’s diversely populated secondary school classrooms. The importance of staying abreast of professional practices, trends, and research will be stressed via an outside reading list. Prerequisite: EDUC5040, EDUC5401, EDUC5402 or department permission.
Quarter Credit Hours 2.25

EDUC6008 METHODS OF TEACHING GENERAL BUSINESS
This course offers aspiring teachers the opportunity to prepare their students to be responsible citizens, capable of making astute economic decisions that will benefit their personal and professional lives. Using the concepts, pedagogy and standards presented, these future teachers will teach their students to the basics of personal finance, the decision-making techniques needed to be wise consumers, and the economic principles needed in an international marketplace. Prerequisite: EDUC5040, EDUC5401, EDUC5402 or department permission.
Quarter Credit Hours 2.25

EDUC6009 METHODS OF TEACHING SOCIAL STUDIES
This methods course is designed to provide knowledge of how to design and teach an integrated study of social sciences and the humanities to promote historical understanding and civic competence among students. Emphasis is on instruction that will facilitate the teaching of social studies content, skills, and concepts through daily and long-range planning and will use research-based, best-practice methods. The course will also emphasize the tools and skills of instruction and the organization of instructional and supplementary materials in order to accommodate the special needs and individual differences among students in today’s diversely populated elementary school classrooms. Prerequisite: EDUC5040, EDUC5401, EDUC5402 or department permission.
Quarter Credit Hours 2.25

EDUC6020 CURRICULUM DEVELOPMENT FOR CULINARY PROGRAMS
This course helps students develop a standards-based culinary curriculum. Current theories and standards are analyzed regarding the curriculum design process. Students identify standards, formative and summative assessment measures, instructional strategies, and resources for student achievement. Prerequisite: EDUC5004.
Quarter Credit Hours 4.5
EDUC6025 CAPSTONE PROJECT: CULINARY EDUCATION
This capstone course affords students the opportunity to apply theory learned throughout the program and conduct new research in order to design a curriculum for a secondary and/or postsecondary culinary arts program. The participant engages in an action research study that results in identifying best practices in culinary education and recommendations for curriculum improvement. Prerequisite: EDUC6020.
Quarter Credit Hours 6.0

EDUC6061 STUDENT TEACHING: ELEMENTARY, PART I
Students in this course spend four weeks in a teaching situation at a public school site under the direct supervision of an elementary education cooperating teacher. During this initial stage of student teaching, students plan and implement lessons with the guidance of their cooperating teacher. Students are required to demonstrate their understanding of the RIBTS and CEC Standards by collecting evidence for their student teacher’s portfolio. Students participate in several seminars directly related to their student teaching experience. Prerequisites: Completion of all required program courses, passing score on Praxis II Elementary Education Content Area Exam, director’s permission.
Quarter Credit Hours 3.0

EDUC6062 STUDENT TEACHING: ELEMENTARY, PART II
Students in this course spend four weeks in a teaching situation at a public school site under the direct supervision of an elementary education cooperating teacher. Student teachers plan lessons and demonstrate their ability to teach and work effectively. During the course, students are required to demonstrate their understanding of and competence in the RIBTS and CEC Standards by producing a student teacher’s portfolio. Students participate in several seminars directly related to their student teaching experience. Prerequisite: EDUC6061.
Quarter Credit Hours 3.0

EDUC6075 STUDENT TEACHING PRACTICUM: CULINARY EDUCATION
Twelve weeks are spent in a teaching situation at a public school or university site under the direct supervision of a cooperating teacher. Student teachers are responsible for planning lessons and shall demonstrate their ability to teach and work effectively. The production of a student teacher’s portfolio, which includes a notebook/daily log of the student teaching experience, is required. Prerequisite: Completion of all required program courses.
Quarter Credit Hours 9.0

EDUC6310 INSTRUCTIONAL STRATEGIES AND RESOURCES
This module examines the field of instructional strategies and resources and their impact on student learning. The course focuses on those strategies and resources that effective teachers use to support students and their learning: teaching as an iterative process, matching instructional strategies and resources with evidence of student learning. An additional theme is the intentional use of strategies and resources that are based on research, best practice, content and student needs. Equal emphasis is also given to the essential role of reflection and revision as effective teachers continuously monitor and learn from their practice. Through critical analysis and course work, participants analyze and apply these understandings to their teaching context to document their emerging expertise with the selection and use of instructional strategies and resources. Prerequisite: EDUC5330 or department permission.
Quarter Credit Hours 9.0

EDUC6320 ASSESSMENT FOR LEARNING
This module examines the field of assessment, major issues and trends, and the impact of assessment on teaching and learning. As the title suggests, the course focuses on assessment as a teaching and learning strategy as opposed to simply being a matter of testing and evaluating. Emphasis is on assessment epistemology, the variety and purposes of assessment, and how assessment and resulting data are used to guide and inform instruction. A major theme of the course is formative assessment as a tool to effectively monitor, respond to and develop student learning. Emphasis is also given to the use of rubrics, collaboratively looking at student work, and the students’ role in assessing their learning. Through critical analysis and course work, participants analyze and apply these understandings to their teaching context to document their emerging concept of assessment for learning. Prerequisite: EDUC6310 or department permission.
Quarter Credit Hours 9.0
GUIDE TO THE ALPHA-NUMERIC COURSE NUMBERING SYSTEM

Elective courses, as designated by each program, allow students to personalize their program of study by selecting courses that will strengthen and support their individual or career aspirations. Eligible elective course offerings are defined by attribute type and are identified by appropriate colleges or schools. Special note: individual program requirements will detail any exceptions when specific courses may not satisfy an elective requirement.

When selecting an elective, students must register the appropriate type of elective and are responsible for satisfying any prerequisites or restrictions that may be present on the elective course offering. Furthermore, the elective may not be a required course in the student’s program of study.

Type of elective | Attribute type
--- | ---
accounting | EACC
arts & sciences | EASC
baking & pastry | EBAP
career elective | ECAR
criminal justice | ECJS
culinary | ECUL
elective (“free” elective) | any 4.5 credit course
equine | EEQN
financial services | EFIN
graduate | EGRD
hospitality | EHS
international business | EIBU
technology | ETEC

Definitions of Elective Attributes

First Digit
1 Freshman level
2 Sophomore level
3 Junior level
4 Senior level
5–6 Graduate level
7–9 Doctoral level

Miscellaneous
CS Denotes a career sampler course
GS Denotes a general studies course outside of the School of Arts & Sciences
H Denotes an honors course
HO Denotes an honors-option course
PT Denotes a course in which performance transcript skills are measured
SL Denotes a possible service learning module
WI Denotes a writing-intensive course

*These codes also exist for graduate courses.
EDUC5330  MULTIPLE ROLES OF TEACHERS
This module explores the multiple and critical roles effective teachers engage in and fulfill to support student learning and advance the goals of the school community. The module emphasizes how and why effective teachers, beyond their instructional responsibilities, must act as leaders, learners, collaborators, professionals and connectors between the school, families and communities. While examining these various roles, participants demonstrate, share and reflect upon evidence of their emerging engagement in them. As the last course in the Teaching and Learning master’s degree program, this module allows participants to connect and synthesize learnings and central themes that have evolved during their work in the program. Through critical analysis and course work, participants analyze and apply these understandings to their teaching context and develop a path for continuous future growth. Participants will apply learning to their capstone project and present their findings and recommendations. Prerequisite: EDUC5320 or department permission.
Quarter Credit Hours 9.0

LIT5015  FOOD IN FILM AND LITERATURE
This course is designed to acquaint students with the art forms of film and literature and to teach critical reading/evaluation of these forms through examination of works that develop narratives, characters, and themes through the use of food and eating scenes. Prerequisite: SPED5001 or department permission.
Quarter Credit Hours 4.5

SPED5001  INCLUSIVE TEACHING OF DIVERSE LEARNERS
This course examines the theoretical perspectives, general procedures, and federal and Rhode Island regulations of educating students with exceptionalities in today’s schools. Special attention is given to the inclusion of students with exceptionalities in the regular education classroom. Parental involvement and advocacy are examined. Participants gain experience through their fieldwork and course content in inclusive practices that provide access to the general curriculum for all students. Participants gain knowledge of the characteristics and needs of all students, including gifted and talented students and those from diverse backgrounds.
Quarter Credit Hours 4.5

SPED5002  CURRICULUM AND METHODS FOR EXCEPTIONAL STUDENTS
This course provides participants with knowledge of the principles and techniques of teaching exceptional students with an emphasis on inclusive practices, unit and lesson planning, and IEP development. Through their fieldwork, participants employ methods, tools and skills for instruction including assistive technology and accommodations and modifications to the general curriculum. The course includes overview of child development theories as well as other theories. Special emphasis is given to the sensitivities and needs of students with exceptionalities and their parents. Prerequisite: SPED5001 or department permission.
Quarter Credit Hours 4.5

SPED5003  UNDERSTANDING AND MANAGING BEHAVIOR
This course provides participants with knowledge of the changing developmental needs of students from elementary through high school so that they are able to understand and manage behavior. Participants will learn and practice techniques and strategies proven effective for classroom instruction and individual behavior management. Specifically, participants in this class will learn and practice instructional and behavioral approaches to productively create a supportive, accepting instructional environment. It examines understanding the proven practices for establishing and maintaining classroom management, maximizing use of learning time, questioning and feedback skills, homework, interactive guided instruction strategies, and scaffolding techniques. In addition, this course will describe and model researched techniques and strategies to use within a problem-solving format to address the needs of all students. Prerequisite: SPED5001 or department permission.
Quarter Credit Hours 4.5

SPED5004  COLLABORATION: HOME/SCHOOL/COMMUNITY
This course prepares participants to effectively collaborate with families, other educators, related service providers, and personnel from community agencies in culturally responsive ways. Participants are taught to focus on the role of the family as addressed by IDEA, the primary law affecting the lives of children with disabilities, and to work through the special education processes of referrals, evaluations IEP’s and transitions of individuals with exceptional learning needs. Throughout the course and related fieldwork, participants will explore, and develop transition plans for students with disabilities including vocational opportunities for secondary students. Participants will learn the role of the special educator as advocate throughout these processes and the necessity of maintaining confidentiality. Prerequisite: SPED5001 or department permission.
Quarter Credit Hours 4.5

SPED5010  ASSESSMENT AND EVALUATION OF STUDENTS WITH EXCEPTIONALITIES
In this course candidates learn the steps in the special education referral and evaluation process, as delineated by Rhode Island and federal regulations. Students learn to do the following: use methods and tools of structured observations, determine appropriate assessments, present and discuss test results as part of a multidisciplinary team, and collaboratively develop an Individualized Educational Plan (IEP). Additionally candidates examine current evaluative tools used in the diagnostic process. Technical principles of assessment are discussed, including such topics as validity, reliability, standardization, issues of bias and cultural awareness. Prerequisite: SPED5001 or department permission.
Quarter Credit Hours 2.25

SPED5220  COMMUNICATION: LANGUAGE DEVELOPMENT AND LEARNING
The field of special education has expanded over the last decade and now has become one of the most significant areas in education. Communication forms the basis for education and as such is often one of the key components in the understanding of the learning process. This course addresses issues surrounding communication as it relates to learning and development, including that of English language learners. Prerequisite: EDUC5040, EDUC5041, EDUC5042 or department permission.
Quarter Credit Hours 2.25

SPED5601  STUDENT TEACHING: SECONDARY SPECIAL EDUCATION, PART I
Students in this course spend four weeks in a teaching situation at a public school site under the direct supervision of an secondary special education cooperating teacher. During this initial stage of student teaching, students plan and implement lessons with the guidance of their cooperating teacher. Students are required to demonstrate their understanding of the RIBTS and CEC Standards by collecting evidence for their student teacher’s portfolio. Students participate in several seminars directly related to their student teaching experience. Prerequisites: Completion of all M.A.T. program courses, passing score on Content Area Exam, director’s permission.
Quarter Credit Hours 3.0

SPED5602  STUDENT TEACHING: SECONDARY SPECIAL EDUCATION, PART II
Students in this course spend four weeks in a teaching situation at a public school site under the direct supervision of an secondary special education cooperating teacher. Student teachers plan lessons and demonstrate their ability to teach and work effectively. During the course, students are required to demonstrate their understanding of and competence in the RIBTS and CEC Standards by producing a student teacher’s portfolio. Students participate in several seminars directly related to their student teaching experience. Prerequisite: SPED6061.
Quarter Credit Hours 3.0
SPED6073  STUDENT TEACHING INTEGRATED: SECONDARY
Students in this course spend 12 weeks in a teaching situation at a public secondary school site under the direct supervision of a special education cooperating teacher and a content area cooperating teacher. Student teachers will be responsible for planning lessons and shall demonstrate their ability to teach and work effectively. During the course, students are required to demonstrate their understanding of and competence in the RIBTS and CEC Standards by producing a student teacher’s portfolio. Students will participate in a series of seminars directly related to their student teaching experience. Prerequisites: Completion of all required program courses, passing score on the ETS exam (for business education majors) or NOCTI exam (for food service education majors), director’s permission.
Quarter Credit Hours 9.0

SPED6074  STUDENT TEACHING INTEGRATED: ELEMENTARY
Students in this course spend 12 weeks in a teaching situation at a public elementary school site under the direct supervision of a special education cooperating teacher and a general education cooperating teacher. Student teachers will be responsible for planning lessons and shall demonstrate their ability to teach and work effectively. During the course, students are required to demonstrate their understanding of and competence in the RIBTS and CEC Standards by producing a student teacher’s portfolio. Students will participate in a series of seminars directly related to their student teaching experience. Prerequisites: Completion of all required program courses, passing score on Praxis II Elementary Education Content Area Exam, director’s permission.
Quarter Credit Hours 9.0
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American Bar Association
American Booksellers Association
American College Personnel Association
American Corporate Counsel Association
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American Educational Finance Association
American Educational Research Association
American Hotel & Lodging Association
American Hotel & Lodging Education Foundation
American Institute of Certified Public Accountants
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American Statistical Association
American Wine Society
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Career Counseling Integrity
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European Council of Independent Schools
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Rhode Island Bar Association
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Society for Technical Communication
Technology and Learning
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International Career Counselors
International Special Events Society
International Society for Technology in Education
Massachusetts Educational Finance Association
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National Association of Secondary School Principals
National Association of State Directors of Teacher Education and Certification
Application Conditions

In order to consider your application to a graduate program at Johnson & Wales University, the Graduate Admissions Office must receive the following documents:

1. Signed application
2. Transcripts (mark sheets) of graduate/undergraduate work
   2a. For domestic students, original official transcripts are required.
   2b. For international documents only, original or notarized (certified) copies are acceptable. **All documents should be printed or typed** and sent to the Graduate Admissions Office. The Graduate Admissions Office is available to assist you with any questions or concerns you may have. Please call the phone numbers listed below for assistance.
3. Two personal references (copies/faxes/e-mails are acceptable)
4. Statement of purpose (recommended)
5. Graduate school scholarship form (optional)

For M.B.A. admission
— Test scores from GMAT or GRE (recommended)

For M.A.T. admission
— Minimum Praxis I subtest score of 170 or minimum combined SAT score of 1100
— Minimum 2.75 GPA, interview with staff and writing sample

For C.A.G.S. admission
— Transcripts showing graduate degree attained (see above for transcript directions)

If you have previously attended a Johnson & Wales University graduate program, please contact Student Academic Services for enrollment information.

In addition, international applicants (applicants who are not U.S. citizens or permanent residents) must mail:

7. Declaration & Certification of Financial Support
8. Certified Bank Statement
9. A copy of the biographical section (name, date of birth, country of issuance) of your current passport
10. TOEFL score of 550 or better on the written TOEFL, 210 or better on the computerized TOEFL, 80 or better on the Internet-based TOEFL, or 77 or better on the MELAB (unless you apply for English as a Second Language or you are transferring with a degree from an American university or a school in a country where English is the native language)

For the most recent application requirements, visit http://www.applyweb.com/apply/jwug.

Address:
Graduate Admissions Office
Johnson & Wales University
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Providence, RI 02903 U.S.A.

Web Address:
www.jwu.edu/grad

E-mail:
Business programs: admissions.grad@jwu.edu
Education programs: soe.pvd@jwu.edu

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1-800-DIAL-JWU (1-800-342-5598)
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Education programs: ext. 1993

Phone (Outside U.S.):
Business programs: 1-401-598-1015
Education programs: 1-401-598-1993

Fax:
Business programs: 1-401-598-1286
Education programs: 1-401-598-1162
No application fee is required. PLEASE PRINT OR TYPE and return to the address listed above. Correspondence is via e-mail.

If you have previously attended a Johnson & Wales University graduate program, please contact Student Academic Services for enrollment information.

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<thead>
<tr>
<th>Social Security Number (or assigned JWU ID number):</th>
<th>Date of Birth: Month</th>
<th>Day</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Sex  □ Male  □ Female

Last Name/Family Name/Surname  □ (Maiden Name — if applicable)

First Name/Given Name  □ Middle Name

Permanent Address

Mailing Address (if different)

E-mail address (MANDATORY — PRINT OR TYPE)

Telephone (where you can be reached) (              )                                   Fax  (                )

Country of Birth  Country of Citizenship

Are you a full-time employee at Johnson & Wales University?  □ Yes  □ No

Do you hold a valid U.S. visa?  □ Yes  □ No

Are you a citizen of the United States?  □ Yes  □ No

If YES, circle visa type:  □ B-1 □ B-2 □ F-1 □ F-2 □ H-1 □ J-1 □ J-2 □ L-1

If NO, do you hold permanent resident status?  □ Yes  □ No

Have you ever been convicted of a felony or had a felony-type charge sustained against you in a juvenile proceeding?  □ Yes  □ No

**Entrance Information**

I am applying for admission for the term beginning: □ September □ December □ March □ June Year

(Please refer to the information listed in the catalog under your selected major for eligible entrance dates.)

☐ I am applying for English as a Second Language followed by the degree program and concentration checked in Program Selection.

☐ I have met the English proficiency requirement and I am applying for the degree program and concentration checked in Program Selection. (Minimum English proficiency requirement is a TOEFL score of 550 on the written TOEFL, 210 on the computerized TOEFL, or 80 on the Internet based TOEFL — an IELTS score of 6.5, or a MELAB score of 77.) Please include a certified copy of score as stated above.

☐ I am applying for the Pre-M.B.A. program and the program checked under Program Selection.

I am applying as:  □ Returning JWU student (completed bachelor’s degree at JWU)  □ Name of School

First Time JWU Student  □ Transfer Student (from another American graduate school)  □ Name of School

**Program Selection**

**Graduate Programs**

**(evening classes with some day/weekend classes available)**

<table>
<thead>
<tr>
<th>C.A.G.S. in</th>
<th>□ Finance</th>
<th>□ Human Resource Management</th>
<th>□ Hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.B.A. in Global Business Leadership with Concentrations</td>
<td>□ Accounting</td>
<td>□ Financial Management</td>
<td>□ International Trade</td>
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<td></td>
<td>□ Marketing</td>
<td>□ Organizational Leadership</td>
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<tr>
<td>M.B.A. in Hospitality with Concentrations</td>
<td>□ Event Leadership</td>
<td>□ Marketing</td>
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</tbody>
</table>

**Graduate Programs Continued**

<table>
<thead>
<tr>
<th>M.Ed.</th>
<th>□ Teaching and Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>M.A.T. in Teacher Education with Concentrations</td>
<td>□ Elementary Ed. and Secondary Special Ed.</td>
</tr>
<tr>
<td></td>
<td>□ Elementary Ed. and Elementary Special Ed.</td>
</tr>
<tr>
<td></td>
<td>□ Business Ed. and Secondary Special Ed.</td>
</tr>
<tr>
<td></td>
<td>□ Food Service Ed. and Secondary Special Ed.</td>
</tr>
<tr>
<td></td>
<td>□ Food Service Education (non-certified)</td>
</tr>
</tbody>
</table>

**PLEASE FILL OUT OTHER SIDE**
Educational History and Transfer Credits

Please list all graduate and undergraduate institutions in which you are presently enrolled or have completed a program of study. Submit official transcripts of graduate/undergraduate work. Requirements for consideration of transfer credit include completion of graduate-level courses with a B or better in the last three years. Transcripts of these courses must be filed with the Graduate Admissions Office prior to completion of the first term of enrollment.

**Name of Institution**

<table>
<thead>
<tr>
<th>Address</th>
<th>State</th>
<th>Zip</th>
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</thead>
<tbody>
<tr>
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Dates Attended: From Month/Year To Month/Year

Certificate/Diploma/Degree Received:

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Address</th>
<th>City</th>
<th>State</th>
<th>Zip</th>
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</table>

Dates Attended: From Month/Year To Month/Year

Certificate/Diploma/Degree Received:

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</tbody>
</table>

Dates Attended: From Month/Year To Month/Year

Certificate/Diploma/Degree Received:

**Present Employer (if applicable)**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Position</th>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
</tbody>
</table>

**How did you learn about JWU?**

(Please check one.)

- [ ] Newspaper
  - please specify which one

- [ ] Magazine
  - please specify which one

- [ ] Fair/Presentation
  - please specify which one

- [ ] JWU Representative
  - please specify which one

- [ ] Radio
  - please specify which one

- [ ] Reputaion
  - Open House
  - Peterson’s Guide

- [ ] Direct Mail
  - Referral
  - Graduate School Guide

- [ ] JWU Student
  - JWU Graduate
  - Internet/Web site

- [ ] Other

By submitting this application, I certify to Johnson & Wales University that all information in this application and in my supporting documentation is true, correct, and complete (including the listing of all other colleges or postsecondary institutions attended by me). I hereby authorize the university to obtain my official high school or secondary school transcript and all college or postsecondary transcripts from the schools and institutions that I have attended. I give permission to the university to contact and share information with issuing institutions or other appropriate third parties for the purpose of verifying any documentation or information I have provided. I understand and agree that the university may revoke my acceptance or enrollment if any information or documentation provided by me is false or incomplete or if the university learns of any past or present misconduct by me that would affect my ability to represent and uphold the high standards of the university. If I enroll at Johnson & Wales University, I agree that I will satisfy all financial obligations incurred by me and comply with and uphold the policies, rules and regulations of the university. I authorize the university to publish for public relations purposes my photograph or photographs in which I appear. I have read and understand the Graduate Admissions Catalog and its accompanying literature and agree to abide by the procedures and policies stated.

**Applicant’s Signature**

**Date**

Johnson & Wales University does not discriminate unlawfully on the basis of race, religion, color, national origin, age, sex, sexual orientation, gender identity or expression, or disability in admission to, access to, treatment of, or employment in its programs and activities. The following person has been designated to handle inquiries regarding nondiscrimination policies: Sandra Lawrence, Compliance Officer, Johnson & Wales University, One Cookson Place, Providence, RI 02903, 401-598-1423. Inquiries concerning the application of nondiscrimination policies may also be referred to the Regional Director, Office for Civil Rights, U.S. Department of Education, 33 Arch Street, Suite 900, Boston, MA 02110-1491. Residents of Georgia may utilize the refund policy required by Georgia law. In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Johnson & Wales University publishes an Annual Security Report, which discloses information about campus security policies and procedures, and statistics concerning reported crimes that occurred on campus, on university-controlled property, and on public property immediately adjacent to campus. A copy of the report may be obtained from the Admissions Office or at www.jwu.edu. Completion and graduation rate data for specific cohorts of first-time, full-time undergraduate students is available. Contact the Student Academic Services Office for assistance with obtaining this information.
Please ask two individuals familiar with your educational and professional background and your potential for graduate studies to complete this form or a letter of reference and return it directly to the address listed above.

### PLEASE PRINT OR TYPE.

#### To be Completed by APPLICANT

<table>
<thead>
<tr>
<th>Social Security Number (or assigned JWU ID number)</th>
<th>Term</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Last Name/Family Name/Surname</th>
<th>(Maiden Name — if applicable)</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>First Name/Given Name</th>
<th>Middle Name</th>
</tr>
</thead>
</table>

Under the provisions of the Family Educational Rights and Privacy Act of 1974, you may decide whether letters of reference are to be held confidential or whether they may be made available to you.

**Please check one of the following and sign in the space provided.**

- **[] Confidential File**
  
  I determine that this letter of recommendation be held confidential by Johnson & Wales University.

- **[] Open File**
  
  I retain the choice of having letters of reference available to me.

Applicant’s Signature Date

#### To be Completed by REFERENCE

Please mail this recommendation directly to the Graduate Admissions Office at the above address.

<table>
<thead>
<tr>
<th>Intellectual ability</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Fair</th>
<th>Unable to Judge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership skills</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Initiative</td>
<td></td>
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<td></td>
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<tr>
<td>Ability to work with others</td>
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<tr>
<td>Oral communication skills</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Written communication skills</td>
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<td></td>
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<tr>
<td>Persistence and drive</td>
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<tr>
<td>Planning skills</td>
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</tbody>
</table>

Reference Name

<table>
<thead>
<tr>
<th>Title</th>
<th>Institution/Business</th>
</tr>
</thead>
</table>

<table>
<thead>
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<th>Address</th>
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<table>
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<th>State/Country</th>
<th>Postal Code</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Telephone</th>
</tr>
</thead>
</table>

Reference Signature Date

Please use the back of this form to supply additional comments on the applicant — character, past work experience, goals, etc.
Personal Reference Form

Please ask two individuals familiar with your educational and professional background and your potential for graduate studies to complete this form or a letter of reference and return it directly to the address listed above.

PLEASE PRINT OR TYPE.

To be Completed by APPLICANT

Social Security Number (or assigned JWU ID number)  Term

Last Name/Family Name/Surname  (Maiden Name — if applicable)

First Name/Given Name  Middle Name

Under the provisions of the Family Educational Rights and Privacy Act of 1974, you may decide whether letters of reference are to be held confidential or whether they may be made available to you.

Please check one of the following and sign in the space provided.

☐ Confidential File

I determine that this letter of recommendation be held confidential by Johnson & Wales University.

☐ Open File

I retain the choice of having letters of reference available to me.

Applicant’s Signature  Date

To be Completed by REFERENCE

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<tr>
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<td>Planning skills</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference Name

Title  Institution/Business

Address

City  State/Country  Postal Code

Telephone

Reference Signature  Date

Please use the back of this form to supply additional comments on the applicant — character, past work experience, goals, etc.
Please fill out completely and return to the address listed above.

**Conditions and Responsibilities**

Graduate school scholarships are awarded to students who maintain full-time status and reflect an ability to excel in their studies. Applicants must submit their scholarship form with their application to the Graduate Admissions Office and must include a résumé that highlights their accomplishments.

Please print or type.

### Applicant Profile

<table>
<thead>
<tr>
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<th>Term</th>
</tr>
</thead>
</table>

<table>
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<th>(Maiden Name — if applicable)</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>First Name/Given Name</th>
<th>Middle Name</th>
</tr>
</thead>
</table>

Current Address

Country of Citizenship

Applicant’s Signature

**List outstanding achievements in academic and related areas. Continue on additional paper if necessary.**

**A RÉSUMÉ MUST BE INCLUDED WITH THE SCHOLARSHIP FORM.**

Academic Honors (includes GPA, division or class ranking):

<table>
<thead>
<tr>
<th>Professional Accomplishments</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Organization Memberships</th>
</tr>
</thead>
</table>

Community Service:
All international students must complete this form. Please fill out completely and return to the address listed above.

For students entering directly into graduate programs, this document must be accompanied by an ORIGINAL BANK STATEMENT showing the availability of a minimum U.S. $19,142. Students entering ESL prior to starting in graduate programs will need to show funds of U.S. $23,111, and students entering the Pre-M.B.A. program will need to show funds of U.S. $33,369.

Please print or type.

To be completed by INTERNATIONAL APPLICANT

Social Security Number (or assigned JWU ID number): Date of Birth:  Month  Day  Year

Sex  Male  Female

Last Name/Family Name/Surname (Maiden Name — if applicable)

First Name/Given Name  Middle Name

To be completed by SPONSOR

Last Name  Date of Birth:  Month  Day  Year

First Name  Middle Name

Permanent Address

Mailing Address (if different)

Telephone (  ) (  )  Fax (  ) (  )

country code  city code  number  country code  city code  number

Relationship to Applicant

U.S. Dollars available for support

SOURCE OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>AMOUNT (IN U.S. DOLLARS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Savings</td>
<td>Please submit a Bank Statement verifying amount is available. Complete Sponsor Section</td>
</tr>
<tr>
<td>Family Funds</td>
<td>Please submit a Bank Statement verifying amount is available. Complete Sponsor Section</td>
</tr>
<tr>
<td>Government Sponsor</td>
<td>Please submit official letter indicating amount and availability of funds.</td>
</tr>
<tr>
<td>Business/Organization Scholarship</td>
<td>Please submit official letter indicating amount and availability of funds.</td>
</tr>
<tr>
<td>Other (Specify)</td>
<td>Please submit official letter indicating amount and availability of funds.</td>
</tr>
</tbody>
</table>

I agree to accept full responsibility for the expenses of the above-named applicant during his/her studies at Johnson & Wales University. I understand that U.S. $19,142 for direct entrance into a graduate program per academic year, U.S. $23,111 for ESL (prior to starting in a graduate program) per academic year, and U.S. $33,369 for the Pre-M.B.A. program per academic year, should be sufficient to cover expenses of tuition, room and board, and books.

Sponsor’s Signature  Date

Applicant’s Signature  Date
This catalog is an official publication of Johnson & Wales University. As such, it is subject to revision at any time. The university reserves the right to add, withdraw or revise any course, program of study, provision or requirement described within the catalog as may be deemed necessary.

Program content applies for the catalog of the year in which you enroll in graduate programs at Johnson & Wales University. Occasionally, program requirements will vary by the printing date of the catalog. Requirements stated in the edition printed closest to the September enrollment date will take precedence.

Students should read and fully understand the rules, regulations and policies described in this catalog. Additionally, all enrolled students are expected to be familiar with the contents of the Student Handbook. The Student Handbook contains important information concerning the academic performance and personal conduct of students as well as university grievance procedures. It also outlines the conditions under which students may be placed on probation or suspension from the university. The Providence Student Handbook is available online at www.jwu.edu. Copies of the handbook are also available at the Student Academic & Financial Services Office.
Graduate Admissions Office
8 Abbott Park Place
Providence, RI 02903 U.S.A.

Phone:
Business programs
1-800-DIAL-JWU (1-800-342-5598)
ext. 1015 (U.S.A. only)

Education programs
1-800-DIAL-JWU (1-800-342-5598)
ext. 1993 (U.S.A. only)

Outside U.S.:
Business programs
401-598-1015

Education programs
401-598-1993

Fax:
Business programs
401-598-1286

Education programs
401-598-1162

E-mail:
Business programs
admissions.grad@jwu.edu

Education programs
soe.pvd@jwu.edu

Web Address:
www.jwu.edu/grad