ADDENDUM
TO THE 2005-2006
PARK UNIVERSITY
GRADUATE CATALOG

Effective Date: June 20, 2005

Certified true and correct as to content and policy:

Dr. Beverly Byers-Pevitts, President

This addendum is to be used in conjunction with the 2005-2006 Park University Graduate Catalog and is part of that official document. It contains updates and changes effective June 20, 2005. All changes listed take precedence over the information printed in the 2005-2006 Graduate Catalog.

All information contained in this bulletin is subject to change without notice.
Page 4: Delete and Replace
The index is on page 124.

Page 5: Add and Replace
Replace telephone numbers for:

- John Cookinham (816) 842-6182 ext. 5528
- Larry Ewing (816) 842-6182 ext. 5526
- Laurie DiPadova-Stocks (816) 421-1125 ext. 5517

Replace:
Laurie N. DiPadova-Stocks, Ph.D., Associate Professor
Executive Director, Hauptmann School of Public Affairs

Add:
Mark Noe, Ph.D., Professor,
Master's in Communication and Leadership
8700 N.W. River Park Drive
Parkville, MO 64152-3795
Telephone: (816) 584-6263
Fax: (816) 741-4371
Email: jmark.noe@park.edu

Page 6: Delete and Replace

Our Mission and Vision

Mission Statement
The mission of the College of Graduate and Professional Studies at Park University is to provide leadership and direction to Park University's graduate and professional programs to assure that they are specialized, scholarly, innovative, and designed to educate students to be creative, independent, and lifelong learners within the context of a global community.

Vision Statement
Park University's College of Graduate and Professional Studies will be an international leader in providing innovative graduate and professional educational opportunities to learners within a global society.

Page 9: Add

Tuition and Fees
Tuition per graduate credit hour (subject to change by Park University): $318.00
As of Fall 2005

Certificate in Applied Music: Tuition per graduate credit hour $398.00

Internet Fee (per credit hour) $16.00
As of Fall 2005
Page 23: Delete and Replace

Academic Standards

Successful completion of all required coursework with a cumulative grade point average (GPA) of 3.00 or higher is required for graduation. Additionally, no grade lower than, and no more than six credit hours graded “C” may be applied toward degree requirements. A course in which a student earns a “C” or lower may be repeated no more than once. No more than six credit hours may be repeated.

Page 23: Delete and Replace

Academic Warnings

A student who receives a “C” or lower in a graduate course will be sent a warning letter from the Dean of the Graduate School. More than two “C” grades will result in suspension from the program.

Page 23: Delete and Replace

Academic Withdrawal Policy

Change fourth paragraph:

In order to totally withdraw, students must initiate a total withdrawal from all classes through the Graduate School before any academic withdrawal can be made. Students continuing enrollment but wishing to withdraw from an individual class must do so at their home campus. Withdrawals by telephone will not be accepted. Withdrawals must be requested by email to the Graduate School.

Page 24: Add

Add as part of the Academic Withdrawal Policy

Back-out Procedure

A student can request a back-out when circumstances beyond a student’s control have occurred which prevent her/him from participating in the class s/he enrolled in. Examples of such circumstances include illness, death in the family, and legal emergencies.

1. Student needs to submit a written request and provide documentation for the reason s/he is presenting as justification for a back-out.

2. Approval by Program Director and Dean of home of record:
   a. MBA: Dr. Cookingham and Dr. Kanjrathinkal
   b. MPA: Dr. Dipadova-Stocks and Dr. Kanjrathinkal
   c. MED/MAT: Dr. Ewing and Dr. Kanjrathinkal
   d. MA (Communication and Leadership): Dr. Noe and Dr. Kanjrathinkal

3. If the student received financial aid and has been approved for back-out, part or all financial aid must be returned to Park University.
Quality of Work

Second paragraph:

The grade “I” indicates that the coursework was not completed in the time allotted in the semester/term through no fault of the student (as determined by the instructor). This grade, given only in exceptional situations, may be issued only upon approval of the instructor and with a written completion of a “Contract for Incomplete” signed by the student and the instructor before the end of the final examination. Once signed by the instructor and the student, the Contract is placed on file in the office of the Program Director, with a copy sent to the office of the Dean of the Graduate School. An Incomplete will not be issued to a student who has unexcused or excessive absences recorded for a course. Final assessment of the grade is postponed to no later than 60 days after the last day of the semester/term in which the “I” was received. Failure on the part of the student to complete the work within the time limit will result in a grade of “F.” A student may submit a written request for one 30-day extension beyond the 60 days. After approval by the instructor, the request for extension is filed in the office of the Program Director with a copy sent to the office of the Dean of the Graduate School.

Note: Students on financial aid or Graduate Assistantship are advised that an “I” grade may suspend the student’s financial aid or Graduate Assistantship.

Page 28: Delete and Replace
Suspension

A student who repeats a course in which s/he has earned a “C” or lower and fails to obtain a “C” or higher in the second attempt, or who has earned more than two “C”s or lower grades in the program, will be suspended from the program.

A student who has been suspended from a graduate program at Park University will not be allowed to pursue further graduate study in any degree program offered by the University for three years. Courses taken from other institutions will not be transferable if taken during the time of suspension from Park University. Students on academic suspension from another institution will not be admitted to Park University until their suspension period expires.
Graduate Certificate in Applied Music

The graduate certificate program in applied music is designed for students who want to build on their knowledge and expertise in a particular instrument. Minimum graduate semester credits required for the certificate are 24. In addition to the general rules that are applicable for admission to the Graduate School at Park University, specific admission and audition requirements are:

a. Bachelor of Music or related undergraduate degree from a U.S. institution or an equivalent bachelor’s degree from an accredited foreign institution of higher education.

b. An audition before the music faculty. In approved situations a recording may be submitted in lieu of a live audition.

Each applicant must furnish a complete list of repertoire and recital history at the time of application. This is an advanced program of study at the graduate level supervised and approved by the graduate faculty at Park University.

The program must be completed within a period of four years regardless of the location of the program. Students learn under the close supervision of qualified faculty. Upon completion of the program, a student will be able to increase his or her chances of becoming a professional musician, pursue a graduate degree program in music, or teach music in schools or privately.

Course Requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU 501</td>
<td>Applied Music A</td>
</tr>
<tr>
<td></td>
<td>This course will involve an in depth analysis and selection of new repertoire to be learned during the semester. Students will have two private lessons per week as well as scheduled discussions regarding theory and performance technique. Selected new learned repertoire will be performed in a recital at the end of the semester. Students will be encouraged to participate in regional, national and international competitions.</td>
</tr>
<tr>
<td>MU 510</td>
<td>Applied Music B</td>
</tr>
<tr>
<td></td>
<td>A continuation of MU 501.</td>
</tr>
<tr>
<td>MU 520</td>
<td>Applied Music C</td>
</tr>
<tr>
<td></td>
<td>A continuation of MU 510.</td>
</tr>
<tr>
<td>MU 530</td>
<td>Applied Music D</td>
</tr>
<tr>
<td></td>
<td>A continuation of MU 520 culminating in a major recital demonstrating depth and range of repertoire.</td>
</tr>
</tbody>
</table>
Graduate Certificate in Disaster and Emergency Management
Hauptmann School of Public Affairs

This new Graduate Certificate complements the existing graduate programs offered by HSPA. The public’s continued concern for efficient governmental response to natural and man-made disasters, along with the recent significant investment in emergency management activities, requires knowledgeable public managers, including managers transitioning from other areas of expertise. The array of hazardous events that now confronts public managers includes homeland security issues, failures of complex technology, and a wide range of natural hazards. Students possessing a Graduate Certificate in Disaster and Emergency Management will be well-prepared to engage the public policy issues surrounding these community hazards.

Total: 14 hours

Foundation courses: 6 hours
- PA 552 Public Policy and Disaster 3 hrs.
- (Select One):
  - PA 551 Principles of Disaster and Emergency Management 3 hrs.
  - PA 553 Disaster and Society 3 hrs.

Theory integration courses (select four): 8 hours
- PA 581 Global Hazard Reduction 2 hrs.
- PA 582 Disaster, Disease, and Public Health 2 hrs.
- PA 583 Technology, Accidents, and Organizations 2 hrs.
- PA 584 Continuity of Government Operations 2 hrs.
- PA 585 Natural Hazards and the Urban Environment 2 hrs.
- PA 586 Planning for Emergencies and Disasters 2 hrs.
- PA 587 Government Response to Terrorism 2 hrs.

Graduate Certificate in Health Care/Health Services Management and Leadership
Hauptmann School of Public Affairs

Up to date knowledge and skills in the administration and leadership of healthcare services are critical in today’s constantly and rapidly changing environment. The Graduate Certificate in Health Care/Health Services Management and Leadership prepares students and practicing healthcare leaders to enhance their professional skills in order to meet new healthcare policy and practice challenges. The program focuses on critical thinking and problem solving in today’s healthcare environment.

Total: 12 hours

Foundation courses: 6 hours
- HA 511 Management and Leadership in Health Care/Health Services Settings 3 hrs.
- HA 518 Health Care/Health Service Delivery Systems in the United States 3 hrs.

Theory integration courses (select two): 6 hours
- HA 516 Health Care Financial Applications 3 hrs.
- HA 517 Health Care Law 3 hrs.
- HA 520 Health Care/Health Services seminar 3 hrs.

CA 699 The Epistemology of Communication 3 cr.
This course examines the philosophical origins of communication theories and the nature of knowledge in the field. Literature will be drawn from various disciplines illustrating the eclectic roots of communication as an area of inquiry. The course focuses on a frame work to analyze the various approaches.

CA 700 Graduate Project – Part I 3 cr.
Part I of the capstone course for students who work individually with a graduate advisor to research an approved organizational issue.

CA 701 Graduate Project – Part II 3 cr.
Part II of the capstone course for students who work individually with a graduate advisor to research an approved organizational issue.

CA 797 Thesis – Research Prospectus and Design 3 cr.
(Offered in 16 week format)
With approval of the Program Director, interested and capable students may elect the thesis option to satisfy degree requirements. The six (6) credit hour thesis option provides students with the opportunity to explore a topic of interest through an in-depth research project. Students electing the thesis option shall adhere to the requirements set forth in the Graduate School’s Thesis Standards and Procedures manual.

CA 798 Thesis – Research 3 cr.
(Offered in 16 week format)
With approval of the Program Director, interested and capable students may elect the thesis option to satisfy degree requirements. The six (6) credit hour thesis option provides students with the opportunity to explore a topic of interest through an in-depth research project. Students electing the thesis option shall adhere to the requirements set forth in the Graduate School’s Thesis Standards and Procedures manual.

CA 799 Thesis – Continuous Enrollment 1 hr.
(Offered in 16 week format)

Page 92: Delete and Replace
e. adult education

Page 93: Delete and Replace
ED 629 Critical Reflections Seminar
a. general studies
b. school law
c. multi-cultural
d. teaching at-risk students
e. early childhood
f. adult education
Course Descriptions

CA 501 Human Communication Perspectives 3 cr.
This course is a survey of communication theories from the interpersonal, small-group, and organizational contexts. It also serves as an introduction to graduate study.

CA 505 Organizational Leadership 3 cr.
A course that explores contemporary organizations and the pervasiveness of communication in all aspects of organizational life. It will emphasize the role of the leader in problem solving and decision making.

CA 516 Qualitative Methods of Communication Research 3 cr.
A study of the processes used by social researchers to describe human communication. The class will emphasize ethnography, field research, and interviewing for data gathering and analysis.

CA 517 Experimental Methods of Communication Research 3 cr.
A study of the basic principles used to construct experimental designs, test hypotheses, and apply methods of behavioral science to communication.

CA 520 Seminar in Organizational Change 3 cr.
An examination of change processes including preparation, implementation, and evaluation. Special attention will be given to the role of leadership as an agent of change.

CA 529 Cross-Cultural Communication 3 cr.
A study of communication and culture that examines cultural variability in interpersonal relationships.

CA 650 Park University Leadership Series (PULSe) 3 cr.
Leaders from various fields are invited annually to share their benchmarks of the requirements to achieve excellence. The speakers will be drawn from corporations, politics, government, technology companies, the military and educational institutions. Students will assess the style of each leader and look for patterns connecting the various perspectives.

CA 670 Measuring Leadership 3 cr.
This course analyzes the methods used by scholars and practitioners to understand leadership. Starting with the landmark leadership studies at Ohio State, numerous attempts have been made to identify the essential elements involved in leading others. This course examines assessments starting with the 1940s and concluding with current methods. An additional fee is charged.

CA 685 Communication Audits in Organizations 3 cr.
A hands-on analysis of communication in a selected organization. The students work as a consulting group to analyze the essential dimensions of communication including job satisfaction, channels, feedback, and commitment.

Graduation Requirements
2. Passing of comprehensive exam with a grade of “B” or better. The M.B.A. comprehensive exam is offered semi-annually in the spring and fall, eight weeks prior to graduation. See additional information in Academic Policies - Comprehensive Exam.

Format of Courses
(…) Students are urged to check the course schedule and with their advisor to determine, what courses are offered in what format, and the recommended sequence of courses to be taken.

Application Deadlines:
December Commencement April 1
May Commencement November 1
August Completion April 1

Second paragraph:
The degree requires eighteen hours of core courses and eighteen hours of electives, which are specific to the student’s selected emphasis area. In addition to general studies, emphasis areas are also offered in multiculturalism, education law, at-risk, adult and early childhood education. These programs are designed to help the teacher meet the critical needs of a changing society.

4. d. An acceptable GRE score for verbal and quantitative tests.

4. c.

4. d. An acceptable GRE score for the verbal and quantitative tests.
Program Design

Second paragraph:

Students select one primary area of concentration and one secondary area from among the following six program areas: (a) public management; (b) government-business relations; (c) nonprofit and community services management; (d) disaster and emergency management; (e) management of information systems; and (f) health care/health services management. Students who elect to pursue a Graduate Certificate in Health Care/Health Services Management or in Disaster & Emergency Management, along with their MPA degree, may apply the hours in the secondary area toward their Graduate Certificate, provided that the secondary area is the same area as the Graduate Certificate.

HSPA fees

(...). Fees, along with student preferred mailing address, must be remitted to the HSPA office before September 1.

Comprehensive Examination

Second paragraph:

The oral comprehensive exam is a major part of the Program learning outcomes assessment. The exam is designed to test the student’s reaction to problem situations. The student will appear before a board led by the respective Area Coordinator and two additional examiners. The examination will be approximately one (1) hour in duration and will be given at an appropriate time after the written examination. Students living outside of a 100-mile radius of Kansas City, MO, may participate in the oral examination via conference call.

Courses of Study for M.P.A. Degree

Students are required to take a series of core Public Affairs courses for the MPA Program. In addition, from the six Program Areas, they select one as their Primary Area and another one as their Secondary Area. The Primary Area consists of 17 credit hours of study and the Secondary Area consists of five credit hours. Please note the exceptions for the MIS and Health Care areas.

<table>
<thead>
<tr>
<th>Required Core Courses</th>
<th>14 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA 501 Public Affairs Concepts and Theory</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>PA 502 Public Affairs Methodology</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>PA 505 Technology and Public Affairs</td>
<td>1 hr.*</td>
</tr>
<tr>
<td>PA 601 Applied Project in Public Affairs</td>
<td>4 hrs.</td>
</tr>
<tr>
<td>PA 602 Seminar in Public Affairs</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

*The one-credit PA 505 required core course is waived for those students who concentrate in MIS.

Format of Courses

Courses are offered in a mix of 16-week, 8-week in-class, and online sessions

Degree Requirements

<table>
<thead>
<tr>
<th>Core:</th>
<th>24 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA 501 Human Communication Perspectives</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>CA 516 Qualitative Methods of Communication Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>CA 517 Experimental Methods of Communication Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>CA 529 Cross-Cultural Communication</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>CA 650 Park University Leadership Series (PULSe)</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>CA 699 The Epistemology of Communication</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

Track 1:

<table>
<thead>
<tr>
<th>12 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA 505 Organizational Leadership</td>
</tr>
<tr>
<td>CA 520 Seminar in Organizational Change</td>
</tr>
<tr>
<td>CA 670 Measuring Leadership</td>
</tr>
<tr>
<td>CA 6XX Elective</td>
</tr>
</tbody>
</table>

(Note: The electives will depend, in part, on the credentials and research interests of the faculty hired to teach in the program.)

Graduate Project:

<table>
<thead>
<tr>
<th>6 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA 700 Graduate Project – Part I</td>
</tr>
<tr>
<td>CA 701 Graduate Project – Part II</td>
</tr>
</tbody>
</table>

OR Thesis:

<table>
<thead>
<tr>
<th>3 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA 797 Thesis – Research Prospectus and Design (Offered in 16 week format)</td>
</tr>
<tr>
<td>CA 798 Thesis – Research (Offered in 16 week format)</td>
</tr>
<tr>
<td>CA 799 Thesis – Continuous Enrollment (Offered in 16 week format)</td>
</tr>
</tbody>
</table>

Learning Outcomes Assessment

Embedded within each course syllabi will be methodologies for learning outcomes assessment for that particular course.

Program Assessment

The overall program outcomes will be assessed based on student performance in the program with particular emphasis on:

- Comprehensive Written Examinations
- Capstone Course consisting of a Thesis or Graduate Project
- Thesis/Graduate Project Oral Defense
Primary Areas and Requirements

Public Management 17 hrs.
1. **Three** theory courses (9 hrs.)
   - PA 511 Management of Public Organizations 3 hrs.
   - PA 512 Environmental Inputs in Public Organizations 3 hrs.
   - PA 513 Evaluation and Impact of Public Organizations 3 hrs.
2. **Four** of six theory/practice integration courses (8 hrs.)
   - PA 561 Planning and Structuring of Public Organizations 2 hrs.
   - PA 562 Administrative Leadership 2 hrs.
   - PA 563 Personnel Systems of Public Organizations 2 hrs.
   - PA 564 Budgeting and Finances of Public Organizations 2 hrs.
   - PA 565 Performance of Public Organizations 2 hrs.
   - PA 566 Public Organizations and Law 2 hrs.

Government-Business Relations 17 hrs.
1. **Three** theory courses (9 hrs.)
   - PA 521 Business, Government and Society 3 hrs.
   - PA 522 Economics of the Private Enterprise System 3 hrs.
   - PA 523 Macroeconomic Problems and Policies 3 hrs.
2. **Four** of six theory/practice integration courses (8 hrs.)
   - PA 570 Community Economic Development 2 hrs.
   - PA 571 Government Regulation of Business 2 hrs.
   - PA 575 Developing Human Resources 2 hrs.
   - PA 578 Principles of Public Relations 2 hrs.
   - PA 579 Corporate Finance: Concepts and Strategies 2 hrs.

Nonprofit & Community Services Management 17 hrs.
1. **Three** theory courses (9 hrs.)
   - PA 542 Social Policy and Community Service 3 hrs.
   - PA 543 The Nonprofit Sector 3 hrs.
   - PA 545 Management of Nonprofit Organizations 3 hrs.
2. **Four** of six theory/practice integration courses (8 hrs.)
   - PA 591 Planning Nonprofit/Community Services 2 hrs.
   - PA 593 Financing Nonprofit/Community Services 2 hrs.
   - PA 594 Financial Management for Nonprofit/Community Organizations 2 hrs.
   - PA 595 Communications and Marketing for Nonprofit/Community Organizations 2 hrs.
   - PA 596 Monitoring and Evaluation of Nonprofit/Community Services 2 hrs.
   - PA 597 Community Leadership 2 hrs.

Admission Requirements

A bachelor's degree from an accredited U.S. institution or the equivalent from an international institution.

A minimum 3.0 cumulative GPA in the bachelor’s degree.

A GRE score taken within five years of application.

A copy of resume

Official transcripts of all previous college work, both undergraduate and graduate.

Three (3) statements of recommendation from individuals, such as employers and/or faculty, in a position to comment meaningfully and specifically on their abilities and potential for graduate work.

Scores from the Graduate Record Examination (GRE). While the committee emphasizes verbal and quantitative scores, the analytical section score is also evaluated.

An application fee check for $50 made out to Park University. Students must be admitted by both the Communication Arts department and the Park University Graduate School. A student who is accepted pending receipt of all required documentation must submit complete and satisfactory records within 60 days (45 days in an 8 week session and/or summer term) after the first day of registration.

Requirements for Graduation

1. Completion of 36 credit hours of graduate core and electives with no more than six (6) credit hours transferred from other institutions. The transfer of course work must be completed prior to admission to Park University’s Master of Arts in Communication and Leadership.
2. GPA of at least 3.0 with no more than two grades of “C” in graduate courses taken at Park.
3. Passing of comprehensive exam. The comprehensive exam may be repeated one time. A third attempt may be permitted by the Graduate Dean upon the recommendation of the Communication and Leadership Director.
Disaster & Emergency Management 17 hrs.

1. **Three** theory courses (9 hrs.)
   - PA 551 Principles of Disaster & Emergency Management 3 hrs.
   - PA 552 Public Policy and Disaster 3 hrs.
   - PA 553 Disaster and Society 3 hrs.

2. **Four** of seven theory/practice integration courses (8 hrs.)
   - PA 581 Global Hazard Reduction 2 hrs.
   - PA 582 Disaster, Disease, and Public Health 2 hrs.
   - PA 583 Technology, Accidents, and Organizations 2 hrs.
   - PA 584 Continuity of Government Operations 2 hrs.
   - PA 585 Natural Hazards and the Urban Environment 2 hrs.
   - PA 586 Planning for Emergencies and Disasters 2 hrs.
   - PA 587 Government Response to Terrorism 2 hrs.

**Management of Information Systems*** 12 hrs.

*MIS is a uniquely configured Primary Area, designed to complement a strong Secondary Area. It includes 12 credit hours of MIS courses and 11 credit hours from a Secondary Area. In addition, the one-credit PA 505 required core course is waived for those students who concentrate in MIS.

**PRIMARY AREA:**

**Four** MIS courses** (12 hrs.)

- IS 605 Data Management 3 hrs.
- IS 610 Systems Engineering, Planning and Control 3 hrs.
- IS 640 Project and Change Management 3 hrs.

**SECONDARY AREA*** (11 hrs.):

1. **Three** theory courses from one of the following areas: Public Management, Government-Business Relations, Nonprofit & Community Services Management, and Disaster & Emergency Management (9 hrs.)
   - PA 511 Management of Public Organizations 3 hrs.
   - PA 512 Environmental Inputs in Public Organizations 3 hrs.
   - PA 513 Evaluation and Impact of Public Organizations 3 hrs.
   - PA 521 Business Government and Society 3 hrs.
   - PA 522 Economics of the Private Enterprise System 3 hrs.
   - PA 523 Macroeconomic Problems and Policies 3 hrs.
   - PA 542 Social Policy and Community Services 3 hrs.
   - PA 543 The Nonprofit Sector 3 hrs.
   - PA 545 Management of Nonprofit Organizations 3 hrs.
   - PA 551 Principles of Disaster & Emergency Management 3 hrs.
   - PA 552 Public Policy and Disaster 3 hrs.
   - PA 553 Disaster and Society 3 hrs.

**Purpose of the Program**

In Plato’s Republic, he discusses the appropriate training that should be a part of educating political leaders. Since the time of the classic Greek philosophers, countless individuals have speculated about the principles of leadership. The search for effective leadership continues today as contemporary organizations become more complex. The Master of Arts in Communication and Leadership starts with the premise that communication is the essence of effective leadership. The student trained in communication is uniquely qualified to provide innovative leadership within the global community.

This graduate program is designed for professionals who wish to build on their current career skills, advance to a new position or organization, or desire personal enrichment. The complexities of relationships and the competitive nature of business demand leaders with highly polished interpersonal and organizational skills. This degree provides the practical and theoretical knowledge needed to serve in corporate settings, the military, non-profit, government, politics, or other arenas.

**Program Goals and Courses**

- To provide students with an understanding of the centrality of communication in all aspects of personal and organizational life.
  - CA 501: Human Communication Perspectives
  - CA 505: Organizational Leadership
  - CA 529: Cross-Cultural Communication
  - CA 699: The Epistemology of Communication

- To develop the ability of students to read and conduct research and apply the principles to their own organizations.
  - CA 516: Qualitative Methods of Communication Research
  - CA 517: Experimental Methods of Communication Research
  - CA 670: Measuring Leadership
  - CA 700: Graduate Project – Part I and
  - CA 701: Graduate Project II, or
  - CA 797: Thesis – Research Prospectus and Design and
  - CA 798: Thesis – Research

- To provide a forum for the exchange of ideas between students and organizational leaders concerning the requirements to achieve excellence.
  - CA 505: Organizational Leadership
  - CA 650: Park University Leadership Series (PULSE)

- To provide a historical overview of leadership perspectives from the 1940s to the present.
  - CA 501: Human Communication Perspectives
  - CA 670: Measuring Leadership
  - CA 699: The Epistemology of Communication

- To foster an awareness of the communication styles and values of different cultures and how these factors influence business in a global environment.
  - CA 505: Organizational Leadership
  - CA 529: Cross-Cultural Communication
**Disaster & Emergency Management**

1. **One** theory course (3 hrs.)
   - PA 551 Principles of Disaster & Emergency Management 3 hrs.
   - PA 552 Public Policy and Disaster 3 hrs.
   - PA 553 Disaster and Society 3 hrs.

2. **One** theory/practice integration course (2 hrs.)
   - PA 581 Global Hazard Reduction 2 hrs.
   - PA 582 Disaster, Disease, and Public Health 2 hrs.
   - PA 583 Technology, Accidents, and Organizations 2 hrs.
   - PA 584 Continuity of Government Operations 2 hrs.
   - PA 585 Natural Hazards and the Urban Environment 2 hrs.
   - PA 586 Planning for Emergencies and Disasters 2 hrs.
   - PA 587 Government Response to Terrorism 2 hrs.

**Management of Information Systems***

1. IS 610 3 hrs.

2. **One** of the following (3 hrs.)
   - IS 605 Data Management 3 hrs.
   - IS 620 Computer Security, Risk Management & Control 3 hrs.
   - IS 640 Project and Change Management 3 hrs.

*NOTE: Students selecting MIS as a Secondary Area are not required to take PA 505.

**Health Care/Health Services Management***

1. HA 520 3 hrs.

2. **One** of the following (3 hrs.)
   - HA 511 Management of Public Organizations 3 hrs.
   - HA 518 Health Care/Health Services Delivery Systems 3 hrs.

*NOTE: Students selecting HA as a secondary area take PA 601 for three credit hours instead of four credit hours.

Page 81: Delete

Service Courses

Page 81: Add

**MASTER OF ARTS DEGREE IN COMMUNICATION AND LEADERSHIP**

**Program Mission**

The Master of Arts in Communication and Leadership will develop exceptional communicators who are creative and possess the interpersonal and organizational skills needed to meet the demands of complex organizations in a global society.

**Vision**

The Master of Arts in Communication and Leadership program will be an international leader in the development of uniquely qualified individuals to provide innovative leadership within the global community.

2. **One** theory/practice integration course from the Secondary Area (2 hrs.)
   - PA 561 Planning and Structuring of Public Organizations 2 hrs.
   - PA 562 Administrative Leadership 2 hrs.
   - PA 563 Personnel Systems of Public Organizations 2 hrs.
   - PA 564 Budgeting and Finances of Public Organizations 2 hrs.
   - PA 565 Performance of Public Organizations 2 hrs.
   - PA 566 Public Organizations and Law 2 hrs.
   - PA 570 Community Economic Development 2 hrs.
   - PA 571 Government Regulation of Business 2 hrs.
   - PA 575 Developing Human Resources 2 hrs.
   - PA 578 Principles of Public Relations 2 hrs.
   - PA 579 Corporate Finance: Concepts and Strategies 2 hrs.
   - PA 581 Global Hazard Reduction 2 hrs.
   - PA 582 Disaster, Disease, and Public Health 2 hrs.
   - PA 583 Technology, Accidents, and Organizations 2 hrs.
   - PA 584 Continuity of Government Operations 2 hrs.
   - PA 585 Natural Hazards and the Urban Environment 2 hrs.
   - PA 586 Planning for Emergencies and Disasters 2 hrs.
   - PA 587 Government Response to Terrorism 2 hrs.
   - PA 591 Planning Nonprofit/Community Services 2 hrs.
   - PA 593 Financing Nonprofit/Community Services 2 hrs.
   - PA 594 Financial Management for Nonprofit/Community Organizations 2 hrs.
   - PA 595 Communications and marketing for Nonprofit/Community Organizations 2 hrs.
   - PA 596 Monitoring and Evaluation of Nonprofit/Community Services 2 hrs.
   - PA 597 Community Leadership 2 hrs.

*If Health Care is the selected Secondary Area, then students take HA 520, HA 518, HA 511, and HA 517 for 12 hours, and take PA 601 in the MPA required core courses for three hours instead of four hours.

**Health Care/Health Services Management***

12 hrs.

*Health Care/Health Services Management is a uniquely configured Primary Area, designed to complement a strong Secondary Area. It includes 12 credit hours of HA courses and 11 credit hours from the selected Secondary Area.

**PRIMARY AREA:**

**Four** HA theory/practice integration courses (12 hrs.)

- HA 511 Management of Public Organizations 3 hrs.
- HA 518 Health Care/Health Services Delivery Systems 3 hrs.
- HA 520 Health Care/Health Services Seminar 3 hrs.

and **one** of the following:

- HA 516 Health Care Financial Applications 3 hrs.
- HA 517 Health Care Law 3 hrs.
- HA 521 Business, Government and Society 3 hrs.
SECONDARY AREA* (11 hrs.):

1. **Three** theory courses from one of the following areas: Public Management, Government-Business Relations, Nonprofit & Community Services Management, and Disaster & Emergency Management (9 hrs.)
   - PA 511 Management of Public Organizations 3 hrs.
   - PA 512 Environmental Inputs in Public Organizations 3 hrs.
   - PA 513 Evaluation and Impact of Public Organizations 3 hrs.
   - **or**
   - PA 521 Business Government and Society 3 hrs.
   - PA 522 Economics of the Private Enterprise System 3 hrs.
   - PA 523 Macroeconomic Problems and Policies 3 hrs.
   - **or**
   - PA 542 Social Policy and Community Services 3 hrs.
   - PA 543 The Nonprofit Sector 3 hrs.
   - PA 545 Management of Nonprofit Organizations 3 hrs.
   - **or**
   - PA 551 Principles of Disaster and Emergency Mgmt. 3 hrs.
   - PA 552 Public Policy and Disaster 3 hrs.
   - PA 553 Disaster and Society 3 hrs.

2. **One** theory/practice integration course from the Secondary Area (2 hrs.)
   - PA 561 Planning and Structuring of Public Organizations 2 hrs.
   - PA 562 Administrative Leadership 2 hrs.
   - PA 563 Personnel Systems of Public Organizations 2 hrs.
   - PA 564 Budgeting and Finances of Public Organizations 2 hrs.
   - PA 565 Performance of Public Organizations 2 hrs.
   - PA 566 Public Organizations and Law 2 hrs.
   - **or**
   - PA 570 Community Economic Development 2 hrs.
   - PA 571 Government Regulation of Business 2 hrs.
   - PA 575 Developing Human Resources 2 hrs.
   - PA 578 Principles of Public Relations 2 hrs.
   - **or**
   - PA 579 Corporate Finance: Concepts and Strategies 2 hrs.
   - PA 581 Global Hazard Reduction 2 hrs.
   - PA 582 Disaster, Disease, and Public Health 2 hrs.
   - PA 583 Technology, Accidents, and Organizations 2 hrs.
   - PA 584 Continuity of Government Operations 2 hrs.
   - PA 585 Natural Hazards and the Urban Environment 2 hrs.
   - PA 586 Planning for Emergencies and Disasters 2 hrs.
   - **or**
   - PA 587 Government Response to Terrorism 2 hrs.
   - PA 591 Planning Nonprofit/Community Services 2 hrs.
   - PA 593 Financing Nonprofit/Community Services 2 hrs.
   - PA 594 Financial Management for Nonprofit/Community Organizations 2 hrs.
   - PA 595 Communications and marketing for Nonprofit/Community Organizations 2 hrs.
   - **or**
   - PA 596 Monitoring and Evaluation of Nonprofit/Community Services 2 hrs.
   - PA 597 Community Leadership 2 hrs.

Secondary Areas and Requirements

The following relates to Secondary Areas for selected Primary Areas: Public Management, Government-Business Relations, Nonprofit & Community Services Management, and Disaster & Emergency Management. For information on the Secondary Area requirements accompanying the MIS and Health Care/Health Services Management concentrations, check those requirements above.

**Public Management**

1. **One** theory course (3 hrs.)
   - PA 511 Management of Public Organizations 3 hrs.
   - PA 512 Environmental Inputs in Public Organizations 3 hrs.
   - PA 513 Evaluation and Impact of Public Organizations 3 hrs.

2. **One** theory/practice integration course (2 hrs.)
   - PA 561 Planning and Structuring of Public Organizations 2 hrs.
   - PA 562 Administrative Leadership 2 hrs.
   - PA 563 Personnel Systems of Public Organizations 2 hrs.
   - PA 564 Budgeting and Finances of Public Organizations 2 hrs.
   - PA 565 Performance of Public Organizations 2 hrs.
   - PA 566 Public Organizations and Law 2 hrs.

**Government-Business Relations**

1. **One** theory course (3 hrs.)
   - PA 521 Business Government and Society 3 hrs.
   - PA 522 Economics of the Private Enterprise System 3 hrs.
   - PA 523 Macroeconomic Problems and Policies 3 hrs.

2. **One** theory/practice integration course (2 hrs.)
   - PA 570 Community Economic Development 2 hrs.
   - PA 571 Government Regulation of Business 2 hrs.
   - PA 575 Developing Human Resources 2 hrs.
   - PA 578 Principles of Public Relations 2 hrs.
   - PA 579 Corporate Finance: Concepts and Strategies 2 hrs.

**Nonprofit & Community Services Management**

1. **One** theory course (3 hrs.)
   - PA 542 Social Policy and Community Services 3 hrs.
   - PA 543 The Nonprofit Sector 3 hrs.
   - PA 545 Management of Nonprofit Organizations 3 hrs.

2. **One** theory/practice integration course (2 hrs.)
   - PA 591 Planning Nonprofit/Community Services 2 hrs.
   - PA 593 Financing Nonprofit/Community Services 2 hrs.
   - PA 594 Financial Management for Nonprofit/Community Organizations 2 hrs.
   - PA 595 Communications and marketing for Nonprofit/Community Organizations 2 hrs.
   - PA 596 Monitoring and Evaluation of Nonprofit/Community Services 2 hrs.
   - PA 597 Community Leadership 2 hrs.