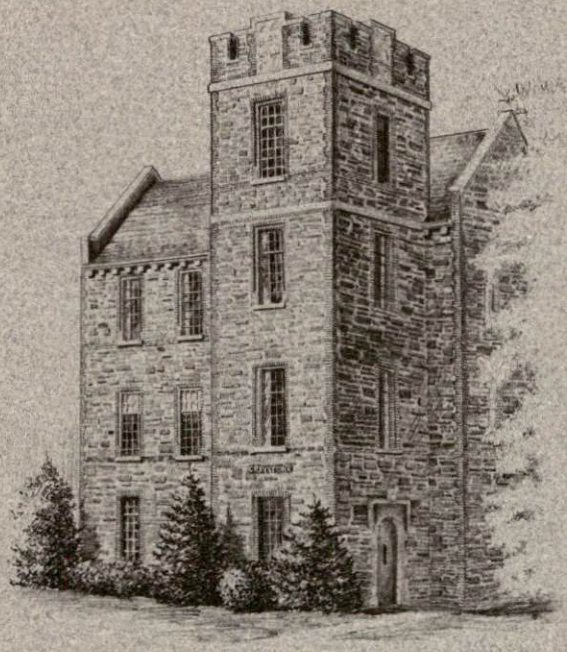

MARIST
COLLEGE

1988 ◆ 1989

GRADUATE PROGRAMS

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MESSAGE FROM THE PRESIDENT

At Marist, we are committed to graduate education. That's why I teach in the program . . .

MESSAGE FROM THE PRESIDENT

Sixteen years ago, Marist College recognized the need for providing the Hudson Valley with quality graduate education, and programs leading to a Master in Business Administration and a Master of Arts in Psychology were developed. Since then, Marist has added three more master's programs—a Master of Public Administration and two Master of Science degrees in Computer Science. Today, more than 500 individuals are enrolled in our graduate programs, most of whom will remain in our region upon completion of their degrees. Last year alone, Marist granted master's degrees to 75 students.

"The Hudson Valley is one of the fastest growing areas in the State of New York, if not the nation. With this rapidly changing environment in mind, we have geared our programs to the world of tomorrow."

The Hudson Valley is one of the fastest growing areas in the State of New York, if not the nation. With this rapidly changing environment in mind, we have geared our programs to the world of tomorrow. Marist's graduate education offers a strong mix of basic theory and practical applications. This educational philosophy has served our graduate students well, as many are in prominent positions in this dynamic region.

As you read this catalog, you will discover some of the unique features of our programs. Marist is a small college, but like the region we serve, we are aggressive in meeting the many challenges of the late 20th century and beyond. While offering all the advantages of a small college, we also function more like a mini university, with specialized academic programs and state-of-the-art facilities. The College has unparalleled computer facilities, which are available in several academic buildings, thanks in great part to the support of the IBM Corporation. And our multiple graduate disciplines create opportunities for an interactive and interdisciplinary approach to learning.

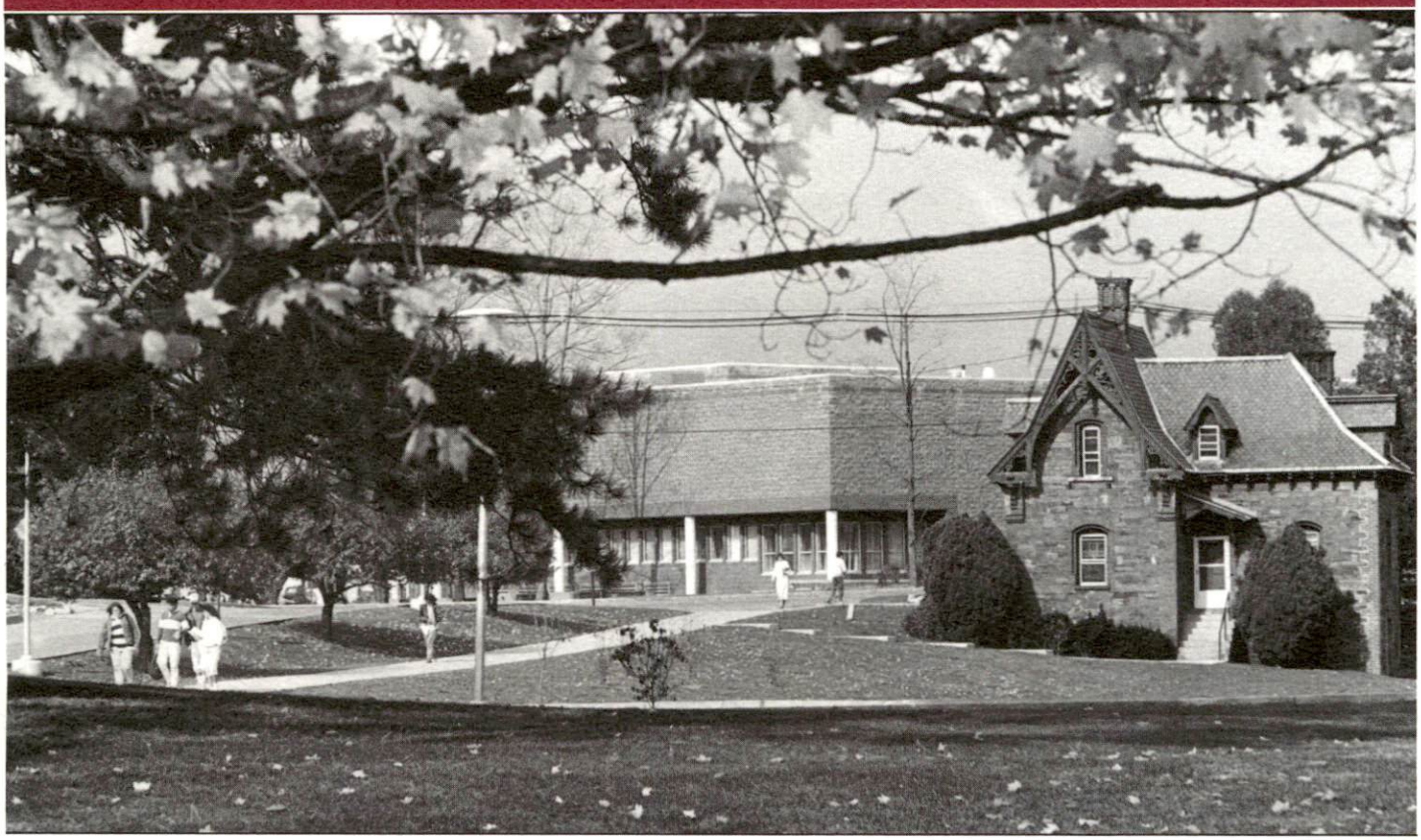
But perhaps our greatest asset is our faculty. We are fortunate to have a rich blend of individuals with both academic credentials and practitioner skills. While the majority of our graduate faculty are full-time professors at Marist, we also bring in working professionals from such fields as business, computer science, and government to complement our graduate offerings with their hands-on experience.

Our graduate students have access to the College's full range of support services and amenities. Food service is available, which many of our full-time working students find convenient. Students with an interest in sports are invited to participate in Marist's intramural programs, and there are many cultural activities on the schedule for your enjoyment.

Graduate education is a significant commitment for any student, but one I am confident you will not regret. I encourage you to join the hundreds of Marist graduates who have benefited from our programs and whose contributions are now enriching our region.

Dennis J. Murray, Ph.D.
President

MARIST COLLEGE



Overlooking the Hudson River immediately north of Poughkeepsie, New York, Marist College is a private, non-sectarian liberal arts institution for men and women offering both undergraduate and graduate programs of study.

Undergraduates can earn a Bachelor of Arts degree in one of 15 majors, a Bachelor of Science degree in one of 10 majors or a Bachelor of Professional Studies. Undergraduate enrollment is about 2,800 full-time students. Master's degree programs are offered in Business, Computer Science, Psychology and Public Administration.

Marist College traces its beginnings to 1905 with the arrival of the Marist Brothers in Dutchess County, New York. Settling on the east bank of the Hudson River in Poughkeepsie, the Brothers established their novitiate, St. Ann's Hermitage, on two adjacent riverside estates.

In 1929, the Marist Brothers established a two-year teacher-training institution on the site of the present campus. A four-year undergraduate curriculum for men was established in 1946, and in 1950 New York State granted the College a permanent charter. Lay students were first enrolled in 1957, and during the next decade the ownership of both land and facilities was transferred from the Marist Brothers to the Marist College Educational Corporation. Today all assets are supervised by an independent Board of Trustees which is responsible for the management of College operations.

Growth Of The College

The campus consists of 120 rolling acres lying 75 miles north of New York City on the east bank of the Hudson River. Twenty buildings have been constructed in the past 25 years to respond to the growth of the College. Six dormitories, a major classroom facility, the James J. McCann Recreation Center and the Library complex are some of the more recent additions to the Marist campus. Most recently, 21 townhouses and a garden apartment complex were constructed on the north end of campus.

The new Lowell Thomas Communication Center, dedicated to the renowned broadcaster and explorer who was an honorary alumnus of Marist, was completed in the spring of 1987. The $4.5 million center features state of the art communications and computer science equipment.

Graduate Programs

Graduate programs in business administration and in psychology were instituted in 1972 when the State of New York authorized Marist to confer the degrees of Master of Business Administration and Master of Arts in Psychology. In 1979, a graduate program leading to the degree of Master of Public Administration was established. A Master of Science degree program in Computer Science was approved in 1982.

There are over 500 adults pursuing master's degrees at Marist with 30 students attending on a full-time basis. MBA Program Extension Sites have been operating at various locations in the Mid-Hudson Valley area for over a decade. Currently, Extension Sites exist in Kingston and Fishkill.

Memberships and Accreditation

Marist College is chartered by the Board of Regents of the University of the State of New York and is accredited by the State Department of Education and by the Middle States Association of Colleges and Universities. The College is also accredited by the United States Department of Justice for the training of foreign students. It has the approval of the State Approval Agency for Veterans' Education. The College

is also approved for holders of New York State Scholarships, including Regents Scholarships, State War Service Scholarships and Scholar Incentive Awards.

Marist holds memberships in the Association of Colleges and Universities of the State of New York, the Commission on Independent Colleges and Universities, the American Association of Colleges for Teacher Education and the Association of American Colleges. Marist is a charter member of the Visiting Students program sponsored by the Associated Colleges and Universities of the State of New York. Marist is also a member of the American Association of University Women, the Middle Atlantic Association for Colleges of Business Administration, the American Assembly of Collegiate Schools of Business and the American Chemical Society.

Academic Facilities

Library

The Marist College Library is located at the north end of the campus. It is open approximately 100 hours per week during the academic year and has been designed with the needs of the handicapped in mind.

The Marist College Library has both print and non-print resources to meet the educational and recreational needs of the students and faculty. The Library's collections, representing arts and letters, the social and behavioral sciences, the applied sciences, the humanities, business, and mathematics and computer science, include approximately 112,000 volumes of books, 17,400 audio-visual materials, and 1,000 currently received periodical titles.

The Library offers extensive reference services, including term paper consultations, bibliographical instruction, and access to online (computerized) databases. As a member of OCLC, an international online library system and Southeastern New York Resource Library Council (SENYLRC), the Marist College Library has access to nearly 7000 other library collections with nearly 25 million titles. These materials may be borrowed by students and faculty.

Library hours during the academic year are:

Mon.-Thurs.	8:00 am	-	12:00 midnight
Fri.	8:00 am	-	8:00 pm
Sat.	10:00 am	-	9:00 pm
Sun.	12:00 noon	-	12:00 midnight

Holiday and vacation hours vary. Scheduled changes are posted in the Library lobby.

Media Center

The Media Center, located in the new Lowell Thomas Communications Center, is operated as an academic support service, and is designed to enrich the learning experience through the creation and application of visual and audio instructional materials.

The Center consists of a color television facility with full audio production capabilities, several formats of audio and video duplicating services, photographic and graphic production, and repair facilities for media hardware on campus. It supports an additional three media substations in Donnelly Hall, Marist East and the Campus Center.

Computer Facilities

The Marist College Computer Center offers two mainframes and extensive related support. The Center provides 20,000 square feet for student laboratories, staff offices and mainframe machine rooms.

One IBM 4381 and one 4341 provide users with over 20 billion bytes of disk storage space and 24 megabytes of main memory. This system is used by Marist College and other institutions for administrative applications, instruction, and research.

Students, faculty members and staff members can communicate with the computer through interactive terminals from various locations on and off campus. Four student terminal rooms house over 100 terminals for students use and three classrooms are equipped with a terminal and monitors.

The software available on the system includes the programming languages VSAPL, PASCAL, ASSEMBLER, ALGOLW, PROLOGUE, FORTRAN, PL/1 and APL/2, as well as the following packages: SCRIPT, SAS, SPSS, STATPAK, COGO, POLYSOLVE, SQL, ADRS, GDDM, and a full-screen editor.

Two complete Personal Computer labs containing 48 color graphic units, plotters and printers are available to the Marist community. Additionally, the Computer Center houses a PC Support Center as well as an extensive Software Library.

The Lowell Thomas Communications Center

One of the most advanced facilities of its kind, the Lowell Thomas Communications Center was opened in 1987. Named in honor of the legendary broadcaster, the Center houses Marist's communication arts and computer science departments. Recognizing the profound impact of computer technology on the communications industry, Marist designed the Center to provide students with a state-of-the-art environment in which to engage in these interacting disciplines.

The Center includes five classrooms equipped with computer terminals and television monitors, two television studios, two broadcast production studios, a media presentation facility, print journalism rooms, and faculty offices. Just inside the main entrance to the Center is a public gallery with a permanent exhibition of memorabilia from Lowell Thomas' remarkable career as a pioneering broadcaster, world-famous explorer, author, filmmaker, and co-founder of Capital Cities Communications. The gallery also includes related artwork and a bronze bust of Lowell Thomas by sculptor Phil Kraczkowski.

An honorary alumnus of Marist, Lowell Thomas was a resident of Dutchess County for more than 50 years and took an active interest in the College's communication arts program.

GRADUATE ACADEMIC CALENDAR

SUMMER SESSION 1988
June 6, 1988—July 22, 1988

June 1988

2	**Thurs.**	Registration and orientation for new students on campus
6	**Mon.**	Classes begin
8	**Wed.**	Last date for late registration, change of course or full tuition refund for course drop (up to 4 pm)
15	**Wed.**	Last date for course drop with half tuition refund (up to 4 pm)
18	**Sat.**	GMAT given at Marist
27	**Mon.**	Last date for withdrawal without penalty of WF grade

July 1988

4	**Mon.**	HOLIDAY—Monday classes meet on Friday, July 8
18-22	**Mon.-Fri.**	Final examinations

Recess from July 22 to September 6

FALL SEMESTER
September 6, 1988—December 23, 1988

September 1988

1	**Thurs.**	Registration and orientation for new students on campus
6	**Tues.**	Classes begin for all graduate programs (MA, MBA, MPA, MS)
12	**Mon.**	Last day for late registration or change of courses Half tuition refund after this date
26	**Mon.**	No tuition refund after this date

October 1988

15	**Sat.**	GMAT given at Marist
17	**Mon.**	Service charges assessed on unpaid balances as of this date
24	**Mon.**	HOLIDAY—No classes

November 1988

4	**Fri.**	Last day for withdrawal without penalty of WF grade
7-11	**Mon.-Fri.**	Registration for Spring 1988 for current students
23-25	**Wed.-Fri.**	Thanksgiving Recess

December 1988

10	**Sat.**	GRE given at Marist
13-19	**Tues.-Mon.**	Final examinations

Recess from December 20 to January 23

SPRING SEMESTER
January 23, 1989—May 20, 1989

January 1989

19	**Thurs.**	Registration and orientation for new students on campus
23	**Mon.**	Classes begin
27	**Fri.**	Last date for late registration or change of courses Half tuition refund after this date Deadline for incompletes from Fall 1987
28	**Sat.**	GMAT given at Marist

February 1989

4	**Sat.**	GRE given at Marist
10	**Fri.**	No tuition refund after this date
27	**Mon.**	A 2% service charge will be assessed on all outstanding balances

March 1989

17	**Fri.**	Final draft M.A. Thesis due
18	**Sat.**	GMAT given at Marist
20-24	**Mon.-Fri.**	HOLIDAY—Spring Recess
27-30	**Mon.-Thurs.**	Registration for Summer and Fall 1989

April 1989

4	**Tues.**	Last date for withdrawal without penalty of WF grade

May 1989

4	**Thurs.**	Evening classes end
4-10	**Thurs.-Wed.**	Final examinations
20	**Sat.**	Forty-Third Commencement

SUMMER SESSION 1988
June 5, 1989—July 22, 1989

June 1989

1	**Thurs.**	Registration and orientation for new students on campus
5	**Mon.**	Classes begin
7	**Wed.**	Last date for registration, change of course or full tuition refund for course drop (up to 4 pm)
9	**Fri.**	Last date for grade changes and resolving incompletes for Spring, 1989
14	**Wed.**	Last date for course drop with half tuition refund (up to 4 pm)
17	**Sat.**	GMAT given at Marist
26	**Mon.**	Last date for withdrawal without penalty of WF grade

July 1989

4	**Tues.**	HOLIDAY—No classes
17-21	**Mon.-Fri.**	Final examinations

Recess from July 22 to September 5

GENERAL ACADEMIC INFORMATION

Academic Standing

The maintenance of a minimum cumulative index of 3.0 is required for good academic standing. A student must have and maintain a cumulative 3.0 after completion of one semester of full-time study or its equivalent. Any student whose index falls below that required for good standing, or who receives a letter grade of "F", will be subject to academic review and may be placed on probation or dismissed from the program. A student placed on probation will receive a statement of the requirements necessary to achieve good standing and will be given a limited time period in which to meet these requirements. Failure to achieve the probationary requirements will result in the dismissal of the student.

Grading

At the end of each semester, letter grades will be awarded to indicate performance as follows:

A—Indicates outstanding work. For the grade of A, the students receives 4.0 quality points for each semester hour of credit.

B—Indicates good work. For the grade of B, the student receives 3.0 quality points for each semester hour of credit.

C—Indicates minimal passing work. For the grade of C, the student receives 2.0 quality points for each semester hour of credit.

The grades B+ and C+ are used to indicate that a student has shown more than the usual competency required for that grade. A student receives 3.5 quality points per credit hour for a grade of B+ and 2.5 quality points per credit hour for a grade of C+ .

F—Indicates failing work. For the grade of F, the student receives no quality points.

W—This grade is assigned to a student who officially withdraws in writing from a course during the first eight weeks of a semester.

WF—This grade is assigned to a student who withdraws in writing from a course after the first eight weeks of a semester. Exceptions may be made by the program director when circumstances warrant it.

I—The temporary grade of I (incomplete) may be given by a professor when a student has not completed the requirements of the course at the end of the semester for serious reasons beyond the individual's control. It becomes the student's responsibility to resolve this grade within three weeks of the publication of final grades by completing the course requirements as determined by the professor. Failure to conform to this time limit results in a final grade of F. The grade of I is *not* assigned in a case where failure to complete course requirements on time is due to student delinquency.

S—This grade may be given only for the psychology internships and indicates satisfactory performance.

P—This grade is awarded only in the psychology thesis course when the thesis has been completed and accepted by the department.

X—This grade is awarded only in the psychology, computer science thesis course or the computer science project course when the thesis or project is still in progress at the end of the semester.

N—This grade indicates completion of an audited course. It is assigned only when a course is being taken on a non-credit basis. Courses so graded may not be applied to fulfill degree requirements.

The student's cumulative index is computed by dividing the number of total quality points received by the total number of semester credit hours attempted. This index pertains only to courses in which grades of A, B+ , B, C+ , C or F are received.

Maintenance of Matriculation

A student must maintain status as a matriculated student every semester until attaining the degree. Such status is maintained by registering for at least one course every semester, or by applying for and receiving an official leave of absence.

Any student who is compelled to leave school for even one semester must apply to his or her Program Director for an official leave of absence. Interruption of study beyond one year will require a student to re-apply for admission to the program.

Re-Admission

A student who fails to maintain status as a matriculated student every semester must apply for reinstatement in the program. An application for reinstatement should be submitted to the Program Director and must be accompanied by any academic transcripts not already on file in the Registrar's Office. Reinstatement is on the basis of degree requirements then in existence. The reinstatement fee must be paid at the time of the first course registration following reinstatement.

Non-Matriculated Students

Non-matriculated students, with the exception of those described in (2) and (3) below, are *not* admitted to the MBA Program. Non-matriculated students *may* be admitted into the other graduate programs in any of the following categories:

(1) As a student who is lacking the time to fully complete his or her requirements for admission. In such cases, the applicant must initially present a completed application form and official transcripts of all previous college academic records, including two-year colleges, at least three weeks before registration to allow review of the application by the Admissions Committee;

(2) As a student lacking *only* GMAT scores, but who satisfies *all* of the following criteria.
   (a) *Neither* of the prerequisite courses are required.
   (b) Successfully completed one *year* of college level math, including at *least* one semester of calculus, within the past five years.
   (c) All official transcripts and application form are *complete,* and
   (d) Application file was started after postmark date to register for most recent GMAT exam.

   No exceptions to the above criteria being met are allowed.

(3) As a visiting student matriculated in another graduate program who desires to transfer the credits earned in the Marist College graduate program back to his or her home institution. Such students must complete the application form and pay the required fee. In lieu of other admissions materials, they must have a letter sent *directly* from their Dean or Program Director to the *Marist Program Director* stating that they are matriculated in a graduate program, are in good academic standing and that the parent institution will accept the specified course credits for transfer.

A non-matriculated student must withdraw from the graduate program or complete his or her application, be accepted as a matriculated student and pay the matriculation fee by the time of completion of the first three credits or first semester in the Program. To change from non-matriculated to matriculated status, the student must have completed all admissions requirements. All decisions and exceptions regarding non-matriculated students are made at the discretion of the Admissions Committee. Denial of permission to enroll as a non-matriculated student does not imply rejection, but indicates that the Admissions Committee has determined that the admissions decision should be deferred until all admissions materials are available.

Transfer Credits

Credit for completed work at other graduate schools will be determined by each graduate program as follows:

1. The Graduate Program in Business

The program requires as few as 36 credit hours, with 60 credit hours maximum, for the degree. As many as 24 credit hours may be waived by the program upon examination of a student's previous graduate or undergraduate work.

Criteria considered to *all* waivers and transfer credit are comparability to the Marist course, the grade received (customarily a B or better), semester lengths and credits, recency and the likelihood of use by the student.

Generally, *two* undergraduate courses covering the same subject matter in increasing depth are required for one graduate course waiver, and an additional criterion is the level at which the course was taken (junior or senior college level).

A minimum of 36 credits must be taken at Marist College, 21 of these on campus, and upon acceptance into the program, each student will receive from the program a list of the courses and credits required for the degree. Once admitted, students may not transfer credits into their programs without the prior approval of the Program Director. Such approval will only be granted for substantial reason and graduate credit.

2. The Graduate Program in Psychology

A student may transfer up to six credits from a regionally approved graduate program. The student must have a letter grade of B or better. The criterion for transfer is comparability between courses, as well as authorization from the appropriate course instructor. The request should be initiated with the Director of the Program.

3. The Graduate Program in Public Administration

The program requires that successful completion of 39 graduate level credits, at least 33 of which must be obtained at Marist College. Additional undergraduate prerequisites may be required depending upon a person's prior education. Upon acceptance into the program, each student will receive a list of courses and credits required for the degree.

4. The Graduate Program in Computer Science: Information Systems and Software Development

A student may transfer up to six graduate credits from a regionally accredited graduate program. Only courses with grades of B or better will be accepted. Courses should be equivalent in content and credit value to courses offered in the Marist Program. The Directors of the Information Systems and Software Development Programs will determine the status of all applications which include previous graduate study.

Transfer to Other Marist Graduate Programs

Transfer to another Marist graduate program requires formal admissions application through the Graduate Admissions Office for the new program. All admissions materials required for the new program must be completed, including an up-to-date Marist transcript for the program currently, or last, enrolled in. The non-refundable application fee must be paid when the application is sent to the Graduate Admissions office. Admissions policies of the new program will apply.

Cancellations

The College reserves the right to cancel any course if the enrollment is too small to warrant its offering.

TUITION AND FINANCIAL AID

Financing a graduate education is a concern for many people. Besides the usual sources—family assistance, personal savings and occupational earnings—there are several financial aid programs available to assist in meeting college expenses.

To be considered for grants, assistantships and loans, incoming graduate students at Marist must complete the Financial Aid Form (FAF) or the Family Financial Statement (FFS). The application deadline for incoming graduate students is June 1. Returning graduate students must complete the FAF or FFS *and* the Marist College Application for Financial Aid. The application deadline for returning graduate students is April 15.

Recipients of financial aid must also provide the Financial Aid Office with the following: 1) Financial Aid Transcripts from previous institutions attended, and 2) signed photocopies of parents' and/or student/spouse's 1987 Federal Income Tax Returns.

With the exception of limited scholarship funds, financial aid is awarded on the basis of need and academic merit. Awards are made without reference to racial or ethnic origin, sex, age, religion, color, marital status or disability.

The following types of aid are available to eligible and qualified graduate students who attend Marist College:

GRADUATE TUITION AND FEES (1988-89)

Tuition (per semester hour) Subject to change—Applicant should seek current information from the Business Office.	$245.00
Application Fee (Non-Refundable)	25.00
Registration and College Service Fee—per semester $10.00 additional if student fails to register on or before Registration Day.*) Non-Refundable.	15.00
Matriculation Fee This fee is payable immediately upon the student's acceptance and registration for a degree program. It is non-refundable.	30.00
Maintenance of Matriculaton Fee This fee is to be paid to maintain a matriculated status during any semester in which the candidate for a degree is on an official leave of absence.	15.00
Reinstatement Fee (Non-Refundable) This fee is to be paid by a student who has withdrawn from the program but has applied for, and received, re-admission into the program.	30.00
Degree Fee This fee is payable by all students upon completion of all degree requirements	30.00
Thesis Fee	30.00
Transcript Fee (Payable at Time of Request)	3.00

*No registration will be accepted after the first week of classes.

New York State Tuition Assistance Program (TAP)

Available to *full-time* matriculated graduate students, TAP awards range from $100 to $1,200 per academic year. Awards are based upon parent and/or student/spouse's New York State Net Taxable Income and satisfactory academic standing. To apply, students may complete section Q on the FAF *or* file the TAP Student Payment Application with the New York State Higher Education Services Corporation.

Marist Graduate Grants-In-Aid

Grants for *full-time* graduate study range from $500 to $1,500 annually. Awards are *not* automatically renewed and students must re-apply every year. Students must maintain a 3.0 cumulative grade point index to qualify.

Part-Time Graduate Grants-In-Aid

A limited amount of financial aid is available for part-time graduate students at Marist College. Assistance in the form of tuition scholarships will be awarded to students who meet the following criteria:

(1) The student must be enrolled in a graduate program at Marist College;
(2) The student must not receive tuition assistance or reimbursement from an employer;
(3) The student must *not* have resided with parent(s) during 1987 nor have been claimed as an exemption on their parents' 1987 Federal Income Tax Return; and
(4) The student must meet the Adjusted Gross Income criteria outlined on the Part-Time Grant application.

Those who meet the above criteria will be eligible for a partial tuition scholarship. Students must apply for the grant *each* semester. Applicants must also submit a signed photostatic copy of their 1987 Federal Tax Return along with the Part-Time Grant application to the Financial Aid Office. Applications are available from the Financial Aid Office and the Graduate Admissions Office.

Graduate Assistantships

Assistantships are funded through the federal College Work-Study Program and the Marist Campus Employment Program. *Full-time* graduate students may earn up to $3,000 per academic year. Graduate Assistants help instructors with required laboratory courses or engage in research activity. Graduate Assistantships require 20 hours of work per week for 28 weeks.

Guaranteed Student Loan

GSL is a federal loan program which currently enables graduate students to borrow up to $7,500 annually, with an aggregate loan limit of $54,750 (inclusive of undergraduate GSL). There is a 5% origination fee. Students must be in least *half-time* attendance. Applications can be obtained at most lending institutions and are to be submitted to the Financial Aid Office. Please allow six to eight weeks for processing.

Supplemental Loans to Students

SLS is a student loan program designed to assist students who do not meet the financial qualifications for a GSL *and* for students whose need exceeds their GSL eligibility. SLS is *not* federally subsidized; the current interest rate is 12%. Full-time students may defer the principal but are required to make interest payments. Part-time students must begin repayment immediately. Students may borrow up to $4,000 annually; $20,000 is the aggregate loan limit exclusive of any SLS.

The Graduate Program and Certificate Program in

BUSINESS

Success in management is more than analysis; it is sensitivity to people, organizations and the environment. Our program combines the human and technical factors for managing in a dynamic world.

The Graduate Program in

BUSINESS

MASTER OF BUSINESS ADMINISTRATION DEGREE (M.B.A.)

Theodore O. Prenting, M.B.A., *Director*

Objectives

The purpose of the Marist College M.B.A. program is to provide preparation for the student who aspires to a responsible position in management. Although the quantitative aspects of the management sciences are included in the program, emphasis is on the management process and the behavioral influences so significantly affecting the successful operation of modern organizations. The program is structured to accommodate all holders of bachelor degrees, regardless of major. While it focuses on the needs of the part-time student who is employed in the Mid-Hudson region, a number of full-time students are encouraged to apply. All classes are, however, held in the evening. Specifically, the program objectives are:

(1) To insure an understanding of the basic functions of management, and to provide the opportunity for intensive study in selected fields;
(2) To develop in students the necessary ability of rapid and incisive decision-making in a constantly changing management environment;
(3) To familiarize students with the relationships existing between organizations and their environment;
(4) To instill in future executives an awareness of their role with regard to effective and humane allocation of the world's natural and human resources;
(5) To establish a foundation for continued self-education.

In keeping with these objectives, the program uses a predominantly full-time faculty representing a broad spectrum of significant management experience. It is the aim of the program to incorporate the various functions of the business organization into a total management perspective so that the student will be better prepared to meet the demands of an increasingly complex and rapidly changing world. About 165 students are currently enrolled in the program.

Admissions Requirements

The overall scholastic record and potential of the applicant for admission is more important than his or her prior preparation in the area of business. The Admissions Committee is concerned with the interest, aptitude and capacity of business study as indicated in the applicant's previous academic record, achievement on the Graduate Management Admission Test (GMAT, formerly ATGSB), and past experience.

Application for admission may be obtained through the Graduate Admissions Office. All correspondence should be addressed as follows:

Director of Graduate Admissions
Marist College
Poughkeepsie, New York 12601

Students are accepted for all semesters—Fall, Spring and Summer. Application for these semesters should be *completed* by July 15, December 15, and May 1, respectively. Notification of status is made not later than two weeks prior to the start of each semester.

Any student planning to matriculate in the graduate program must:

(1) Hold a baccalaureate degree from an accredited college or university;
(2) Complete the appropriate application form;
(3) Have satisfied prerequisite course requirements within the past five years in *College Algebra* (Intermediate Algebra at Marist), and *Introduction to Computer Science ("Systems" at Marist).* These prerequisites *may* be satisfied by likely use in employment, e.g. engineering, computer science or by examination. If, on the basis of the admissions criteria mentioned earlier, the student appears otherwise admissible to the program, but lacks a prerequisite course, the student may be admitted to the program as a non-matriculated student pending satisfactory completion of the prerequisite in the first semester of the program of study.
(4) Have *official* transcripts of *all* undergraduate, including two year, and graduate academic records sent to the Director of Graduate Admissions (transcripts *must* include satisfactory completion of prerequisite courses in (3) above);
(5) Achieve an acceptable score on the Graduate Management Admission Test (GMAT);
(6) Achieve an acceptable score on the Test of English as a Foreign Language (TOEFL) if a student's native language is other than English. For information regarding the registration and test procedures for the TOEFL program, request the TOEFL Bulletin of Information for Candidates from:

TOEFL
Box 899
Princeton, New Jersey 08541

Graduate Management Admission Test

The Graduate Management Admission Test (GMAT) is an aptitude test designed to measure certain mental capabilities important in the study of management at the graduate level. It contains questions that test the ability to read, to understand and to reason logically with both verbal and quantitative material. The test is not a measure of achievement or knowledge in any specific subject matter, and those who take it are neither required nor expected to have had undergraduate preparation in business subjects.

The GMAT is sponsored and controlled by the Admission Council for Graduate Study in Management consisting of representatives of 41 graduate schools of management. The Educational Testing Service (ETS) consults with this council on matters of general policy, develops test material, administers the test and conducts research projects aimed at improving the test.

The test is given four times a year, in October, January, March and June, at numerous test sites throughout the United States and abroad. Marist College is a test site and, due to high demand, early registration for this test is advised. Applications, including a registration fee, must be submitted to the Educational Testing Service five full weeks in advance. Application blanks, the GMAT Bulletin and further information regarding the nature and administration of the test may be obtained from the Director of Graduate Admissions, the Office of Career Development at Marist College or by writing to the following address:

Graduate Management Admission Test
Educational Testing Service
Box CNG103
Princeton, New Jersey 08541

Mathematical Competence

With the development and application of quantitative methods in management analysis and decision-making, the professional study of business requires a reasonable level of competence in mathematics. All applicants should have a good working knowledge of college algebra, or the equivalent, *before* taking the GMAT examination.

Marist Computer System Familiarity

Familiarity with the use of the Marist computer system is *expected* of all students. Therefore, some students may be *required,* and all students are *strongly urged,* to take a twelve-hour workshop/seminar, non-credit, computer course. This course familiarizes students with the Marist system, setting up and editing files, using public library programs, especially statistical packages, and word-processing using SCRIPT.

The course should be taken *before* the third semester for a part-time student, and before the second semester for a full-time student. It is offered during the Winter, Spring and Summer intersession periods, when regular

MBA classes are not in session. Information and registration for the course is through the School of Adult Education Office in the Marist East (ME) Building.

Degree Requirements

To qualify for the Master of Business Administration degree, the student needs to complete as few as 36 credit hours to a maximum of 60 credit hours of graduate work. Candidates with appropriate prior academic experience in business and business-related fields can receive waivers of course requirements totaling up to 24 credit hours. (See criteria considered for waivers under General Academic Information, Transfer Credits.) M.B.A. degree requirements must be completed within eight years of acceptance into the program, with a cumulative index of no less than 3.0. Requests for any extension of the eight year limit must be made in writing to the Program Director.

Each student, upon acceptance into the program, will receive a list of prescribed courses to be successfully completed to qualify for the degree. Required core and concentration courses will be so designated. The latter are offered in Accounting, Finance, Human Resources Management and Information Systems. All students must take three courses in one concentration and two elective, advanced level or concentration courses in fields other than their concentration in the MBA or other Marist Graduate Programs. Changes in concentration may only be made with the *prior* approval of the Program Director.

Elective courses, whether selected from those listed, other MBA concentrations, or other college offered graduate courses, cannot be courses which the student has previously taken at either the graduate or undergraduate level. Questions regarding this should be addressed to the Program Director *before* the courses are taken to assure compliance with graduation requirements.

Part-time students are limited to register for one course in their first semester, and in the semester in which the Business Policy Seminar is taken, unless prior approval is granted by the Program Director. The terminal courses for each student are the Strategic Management and Business Policy Seminar courses designed to develop an executive level, entrepreneurial management perspective and to integrate previous knowledge. No thesis or comprehensive examination is required of Marist M.B.A. candidates.

Summer Session

In addition to the regular academic semesters, a seven-week Summer Session is held from early June to late July. Typically, four courses are offered, and the course listing shows those expected to be offered. Since classes meet twice weekly, part-time students are *strongly* advised to take no more than one course in

M.B.A. COURSE REQUIREMENTS*

CORE COURSES

MBA	16501	Legal Environment of Business	3
MBA	16510	Macroeconomic Analysis	3
MBA	16512	Managerial Economics	3
MBA	16520	Analysis of the Marketing Process	3
MBA	16530	Calculus for Management and Economics	3
MBA	16531	Statistical Analysis	3
MBA	16532	Quantitative Analysis for Managerial Decisions	3
MBA	16540	Financial Accounting	3
MBA	16541	Management Accounting	3
MBA	16550	Human Behavior in Organizations	3
MBA	16560	Operations Management	3
MBA	16570	Managerial Finance	3
MSCS	24527	Systems & Information Concepts in Organizations	3
		Total Core	39

CONCENTRATIONS

Requirements for M.B.A. with Concentration in

Accounting

MBA	16642	Internal Auditing	3
MBA	16643	Federal Income Taxation	3
MBA	16671	Corporate Financial Theory and Practice	3

Requirements for M.B.A. with Concentration in

Finance

MBA	16671	Corporate Financial Theory and Practice	3
MBA	16672	Financial Markets and Institutions	3
MBA	16673	Investment Analysis and Portfolio Theory	3

Requirements for M.B.A. with Concentration in

Human Resources Management

MBA	16551	Personnel Management	3
		and **two** of the following:	
MBA	16652	Labor Economics and Wage Payment Systems	3
MBA	16653	Management and Collective Bargaining	3
MBA	16654	Organization and Management Development	3

Requirements for M.B.A. with Concentration in

Information Systems

MCSC	24537	Data Management	3
MSCS	24647	Information Analysis	3
MCSC	24657	Systems Design	3
		Total Concentration	9

ELECTIVES

MBA	16500	Organization and the Environment	3
MBA	16621	Strategic Marketing Planning	3
Other		(Advanced or Concentration, in MBA or other Marist Graduate Programs)	
		Total Electives	6

CAPSTONE COURSES

MBA	16800	Strategic Management	3
MBA	16801	Business Policy Seminar	3
		Total Capstone	6
		Total Credits*	60

*These requirements may be reduced by as much as 24 credit hours, due to credit waivers granted for a student's prior academic work in the subject area.

this session. This is the equivalent of two courses in a regular semester.

Advisement

The Program Director serves as the advisor for all students in the MBA Program, and students should discuss any questions or concerns they may have about their studies, especially before such significant actions as withdrawal from a course or the Program are taken.

Faculty Award

A plaque, facsimile of which hangs in the Division of Management Studies Office, is awarded annually at commencement by the faculty to the student achieving the highest cumulative average in their program of study for the MBA.

Other Graduate Electives

The following courses offered by the other Marist Graduate Programs may have general or specific appeal to some MBA students. The course descriptions are listed under the respective programs elsewhere in this catalog. Questions on these, or other courses not listed, should be directed to the Program Director.

Graduate Program in Public Administration

MPA 75504 Fund Accounting and Fiscal Controls
Certain Electives

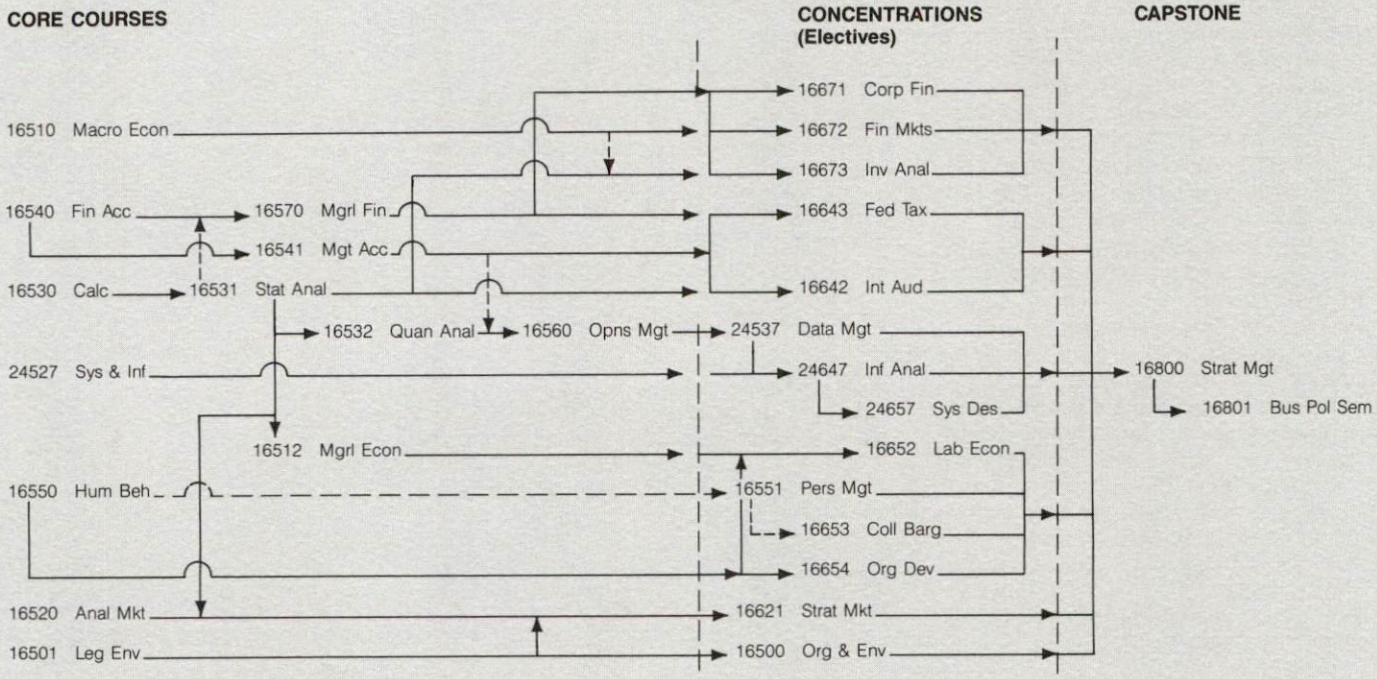
Graduate Program in Counseling/Community Psychology

Psychology 77511 Personality
Psychology 77545 Psychology of Communications

Graduate Program in Computer Science

MSCS 24537 Data Management
MSCS 24647 Information Analysis
MSCS 24657 Systems Design
MSCS 24653 Legal and Economic Issues in Computing

MBA COURSE SEQUENCE



Note: In general students should attempt to complete Core Courses, especially those related to their concentration, before proceeding to the concentration. The Business Policy Seminar normally may not be taken until the last semester. For part-time students this is the **only** course permitted in this semester unless prior approval is granted by the Program Director.

GRADUATE BUSINESS COURSES

CORE COURSES

MBA 16501
Legal Environment of Business
Foundations of the American legal system; basics of contract, agency, forms of business organization law, and consumer safety law; basics of administrative law and practice; regulation of competition; the influence of the structure of business on the morality of the business' behavior; the international legal environment; and currently emerging issues in the legal environment of business.
Fall semester & Summer 1990 *Three Credits*

MBA 16510
Macroeconomic Analysis
A study of the important aggregates that establish the economic environment of business. Examines the influence of consumer and investment demand, government finance and monetary changes on the levels of national income, prices and employment. Considers the influence of current government policies on general business conditions.
Recommended prerequisite:
computer competency
Fall semester & Summer 1988 *Three Credits*

MBA 16512
Managerial Economics
A study of the economic influences directly confronting the individual firm and industry. Considers the determinants of consumer demand, the theory of production, the behavior of costs, decision-making, and the determination of prices for goods and factors under various competitive conditions.
Prerequisite: Quantitative Analysis
Spring semester & Summer 1989 *Three Credits*

MBA 16520
Analysis of the Marketing Process
The student will describe and identify characteristics of sound marketing management policies and strategies including the areas of system management; marketing potential assessment; marketing planning, organization and control; product policy, promotion and distribution policies; and pricing.
Spring semester & Summer 1988 *Three Credits*

MBA 16530
Calculus for Management and Economics
Mathematics essential for managerial competence in business. After a very brief review of algebra, includes the study of sets, functions, linear equations, analytic geometry and selected concepts of calculus of particular applicability to management and economics.
Prerequisite: College Algebra
Spring semester *Three Credits*

MBA 16531
Statistical Analysis
An introduction to statistical concepts and methods. Topics include probability theory, sampling and sample survey methods, statistical influence, types of distribution, simple and multiple regression, correlation analysis, Bayesian theory and time series. Applications in management and economics are emphasized.
Prerequisite: Calculus for Management and Economics; computer competency
Fall semester & Summer 1989 *Three Credits*

MBA 16532
Quantitative Analysis for Managerial Decisions
An introduction to mathematical methods of decision theory and operations research. Topics included are vectors and matrices, mathematical models; linear programming techniques, simulation, game theory and introduction to decision theory; queuing theory; and Markov processes. The computer is extensively used in the application of these topics to management problems.
Prerequisite: Calculus and Statistical Analysis; computer competency
Spring semester & Summer 1988 *Three Credits*

MBA 16540
Financial Accounting
A survey of accounting principles and practices used in preparing financial accounting information which fulfills management's public reporting responsibilities. Included is an intensive study of the preparation and meaning of financial statements and management's influence over them. Among the topics highlighted are accounting terminology and mechanics, valuation approaches, cost concepts, income determination, interpretive fund flow analysis and the influences of the federal income tax on decisions.
Fall semester *Three Credits*

MBA 16541
Management Accounting
A treatment of cost analysis and control. Emphasis is placed on cost accounting methods and the use of cost data by management in long-range plans, budgets, forecasts and evaluation of the results of operations. Topics covered include job order, process and standard costing, cost volume analysis, by-product and joint product costing. Cost Accounting is studied as a segment of accounting controls. A knowledge of college algebra is assumed.
Prerequisite: Financial Accounting and computer competency
Spring semester *Three Credits*

MBA 16550
Human Behavior in Organizations
Introduces basic concepts of the individual in an organization and the organization as a system. Presents a framework for thinking about the human side of organization. Examines a variety of topics including: leadership styles, motivation, managerial stress, political maneuvering, improving subordinates' performance, behavioral aspects of decision-making, managerial and organizational effectiveness. Case problems are extensively used.
Spring semester *Three Credits*

MBA 16560
Operations Management
Topics fundamental to the operations of the enterprise are studied: product or process design; facility location and layout; and control of the process through techniques such as network planning, methods analysis, work measurement and quality control. Important developments and concepts from the behavioral, economics, mathematical and production engineering fields are highlighted.
Prerequisite: Quantitative Analysis for
Managerial Decisions;
Management Accounting; computer competency
Fall semester *Three Credits*

MBA 16570
Managerial Finance
An examination of the major areas of finance reflecting the important developments in the field under the unifying theme of valuation, the basis for decisions. The following topics will be discussed: the financial markets and instruments, time value of money, capital budgeting, capital structure, cost of capital, dividend policy, financing decisions, mergers and financial reorganizations.
Prerequisite: Financial Accounting; Statistical Analysis recommended.
Spring semester & Summer 1989 *Three Credits*

MSCS 24527
Systems & Information Concepts in Organizations
An identification and basic exploration of the systems point of view, the organization of a system, information flows and the nature of information systems in organizations. The relation between systems and information to organizational objectives is examined. Specific information system applications are explored. Examples may include accounting, operations, marketing, management control, decision making and/or others appropriate to the class population.
Fall & Spring semester *Three Credits*

COURSES IN ACCOUNTING CONCENTRATION

MBA 16642
Internal Auditing
Current auditing standards, practices and problems are studied, emphasizing the internal auditor's role. The influences of external agencies on auditing approaches are also considered.
Prerequisites: Management Accounting and Statistical Analysis
Fall, 1988 *Three Credits*

MBA 16643
Federal Income Taxation
A study of federal income tax laws and regulations as they affect management decisions in the business firm.
Prerequisites: Management Accounting and Managerial Finance
Spring, 1990 *Three Credits*

GRADUATE BUSINESS COURSES

MBA 16671
Corporate Financial Theory and Practice
A study of the theory and practice of corporate finance illustrating through case studies how financial theory is used to solve practical problems. The following topics will be covered in detail: the modern approach to risk; the investment decision; the financing decision and market efficiency; the theory of capital structure; and the valuation of the different kinds of debt.
Prerequisite: Managerial Finance
Fall, 1989 *Three Credits*

COURSES IN FINANCE CONCENTRATION

MBA 16671
Corporate Financial Theory and Practice
A study of the theory and practice of corporate finance illustrating through case studies how financial theory is used to solve practical problems. The following topics will be covered in detail: the modern approach to risk; the investment decision; the financing decision and market efficiency; the theory of capital structure; and the valuation of the different kinds of debt.
Prerequisite: Managerial Finance
Fall, 1989 *Three Credits*

MBA 16672
Financial Markets and Institutions
This course is an examination of the role of financial institutions and financial markets in an international framework. The following major topics will be covered in detail: the role of the federal reserve; money market instruments; the management of the portfolios of commercial banks and thrifts-asset-liability mix; fixed vs. floating exchange rates; the IMF.
Prerequisites: Managerial Finance, Macroeconomics
Spring, 1990 *Three Credits*

MBA 16673
Investment Analysis and Portfolio Theory
This course is a study of investments, primarily in stocks and bonds, and of portfolio theory. Significant empirical studies will be covered to show how the theory of investment helps one to understand and to explain the movements of the financial markets. The following major topics will be examined in detail: the investment setting; modern developments in portfolio theory; security analysis; bond valuation and bond portfolio management; international diversification.
Prerequisites: Managerial Finance, Statistical Analysis
Recommended: Macroeconomic Analysis
Spring, 1989 *Three Credits*

COURSES IN HUMAN RESOURCES MANAGEMENT CONCENTRATION

MBA 16551
Personnel Management
This course includes a discussion of those personnel functions common to any organization: establishing sound employee policies and procedures, staffing and organization, providing support to line management and compensating the workforce. Emphasis is placed on critical or evolving areas of personnel administration such as manpower planning, employee appraisal and compensation systems for technical, professional and managerial personnel.
Recommended prerequisite: Human Behavior in Organizations
Fall semester & Summer, 1989 *Three Credits*

MBA 16652
Labor Economics and Wage Payment Systems
Beginning with an examination of the American labor market and relevant wage theory, the institutions influential in this market, government and labor, are then addressed. This is followed by a study of wage payment systems in the firm, including job evaluation, job pricing methods and current practices in wage and salary administration.
Prerequisite: Managerial Economics, with Personnel Management recommended.
Spring, 1990 *Three Credits*

MBA 16653
Management and Collective Bargaining
Labor as an institution and a political force is examined. Since the labor contract is the cornerstone of the American labor movement, its evolvement through the collective bargaining process is studied. An important element of the course is attention to opportunities available to management to be more responsive to worker needs where collective bargaining is not practiced.
Recommended prerequisite: Personnel Management
Spring, 1989 *Three Credits*

MBA 16654
Organization and Management Development
Continuing change in the environment makes it essential that organizations meet and adapt to change to remain healthy and effective. Two dimensions of internal change are examined to understand significant areas and methods for organizational improvement to meet these constant changes: 1) organization development, which focuses heavily on group structure and process, e.g., team-building, inter-group conflict and other dimensions of group behavior; 2) management development, which focuses on improving the skills, abilities and effectiveness of individual managers. Here we are interested in exploring education, training and behavioral change that will benefit the manager.
Prerequisites: Human Behavior in Organizations and Personnel Management
Fall, 1988 *Three Credits*

COURSES IN INFORMATION SYSTEMS CONCENTRATION

MSCS 24537
Data Management
A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the data base approach and the need for data modeling are examined in detail. The growing use of Data Base Management Systems in managing data is discussed. The Data Administration function, its relevance in evolving organizations and emerging issues are also addressed.
Prerequisite: Systems & Information Concepts in Organizations, with Quantitative Analysis recommended.
Fall *Three Credits*

MSCS 24647
Information Analysis
An extensive examination of the strategies for developing information system applications including a study of the system development life cycle for managing application development. Group dynamics and individual behavior in the development process are explored. Strategies for determining information requirements for an application, methods for analyzing requirements and the development of a general logic design are examined in detail.
Prerequisites: Data Management and Systems and Information Concepts in Organizations
Spring *Three Credits*

MSCS 24657
Systems Design
A rigorous study of the design of information systems including specifications, design, implementation and testing. Both managerial and technological aspects of system design and implementation are considered. The process of planning for change, audits and post-implementation reviews are addressed. At the conclusion, the student will have the knowledge and skills necessary to develop a physical design and implement an operational system from the logical design.
Prerequisite: Information Analysis
Fall *Three Credits*

ELECTIVE COURSES

MBA 16500
Organization and the Environment
A study of the relationships, interactions and behavior of organizations with their environment from technological, legal, political, socio-cultural and economic points of view. Attention is given to the changing nature and responsibilities of organizations with regard to current social problems and potential social problems and opportunities. Taught in seminar style, it probes underlying structures.
Summer, 1988 & Fall, 1989 *Three Credits*

MBA 16621
Strategic Marketing Planning

This course develops an understanding of the concepts and techniques of contemporary strategic marketing planning. Major subject areas include: evolution of strategic corporate and marketing planning; the logic of the planning process; product and market analysis; definition of opportunities and threats; strategic selection based on product life-cycle; evaluation of marketing plans by discounted cash flows, net present value method, and internal rate of return method. The use of models to develop marketing strategies will also be examined. The course makes extensive use of the case study method and employs a "learning by doing" approach.

Prerequisites: Legal Environment of Business, Statistical Analysis and Analysis of the Marketing Process

Spring, 1989 *Three Credits*

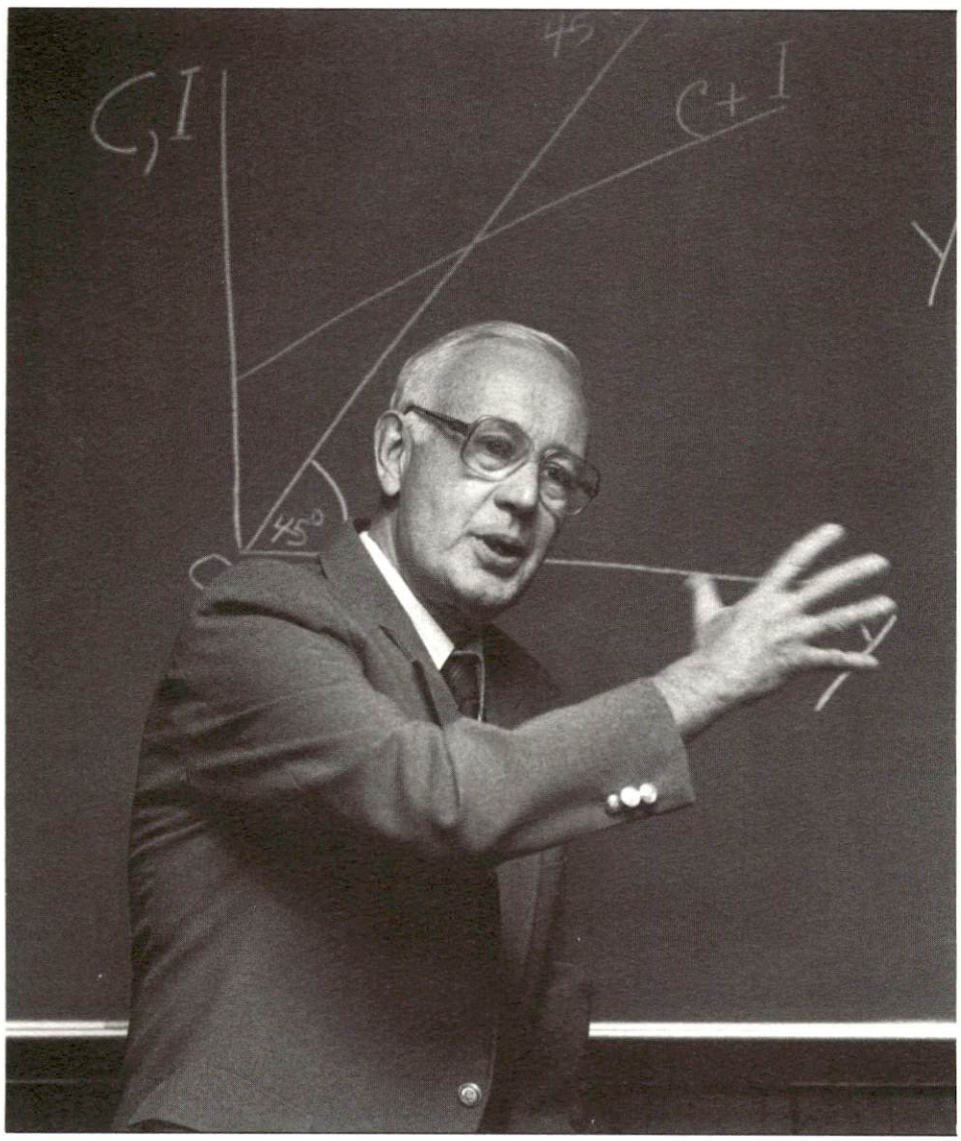
CAPSTONE COURSES

MBA 16800
Strategic Management

This is the first of two courses that preferably should be taken in sequence by students finishing their program. Not more than one semester should separate this course and the Seminar.

The **Strategic Management** course builds on previous courses in the MBA Program and is, in this sense, an integrative one. Equally as important, however, the course examines the developing field of strategic planning theory and concepts, introduces the student to their application, and seeks to heighten the development of students in formal oral and written communication skills. The perspective is an executive-level one in which entrepreneural skills are seen as more important than administrative ones.

Fall *Three Credits*



MBA 16801
Business Policy Seminar

Drawing upon information and skills learned in the preceding course, the *Seminar* requires the student to integrate and process, or synthesize that which has been learned in the past. Strategic management cases are typically employed, or comprehensive computer-oriented management games, which involve the totality of an organization's situation at a certain time, are unstructured, and require a significant amount of time to research, diagnose and make realistic long-range recommendations. Even students who may have done very well in more structured courses, including case-oriented ones, find the course particularly demanding. For these reasons, this is the *only* course permitted for part-time students in the semester taken, and full-time students should limit themselves to two additional courses. The course requires at least the equivalent of the amount of time ordinarily required by two courses, and students should be prepared for this.

Due to the limited enrollment permitted, students must register for the course at least *two* semesters prior to when they intend to take it. Further, as with all courses, the College does not guarantee admission if the course is closed due to over-registration. Students closed out are guaranteed space in the following semester's offering.

All students registering for the Seminar must have a 3.0 cumulative average. Those below this average must repeat courses starting with courses in which the lowest grade was received, until the 3.0 is achieved. If the cumulative average upon completion of the Seminar is less than 3.0, the seminar must be retaken.

Fall, Spring semesters *Three Credits*

Semester in which courses are expected to be offered applies to Marist campus only, not to extension sites. The college reserves the right to cancel a course due to insufficient enrollment. Courses listed for summer are expected to be offered every *other* summer from that shown.

The Graduate Certificate Program in
BUSINESS

■ *Accounting* ■ *Finance* ■ *Human Resources Management*

Objectives

These Certificate Programs have been designed to satisfy the professional needs of persons *working* in the fields of human resources management (personnel administration), accounting or finance, who wish to acquire graduate level knowledge, but are not interested in pursuing a full graduate degree program. The Programs are field specific, are *not* abbreviated versions of the MBA Program, and, therefore, are neither appropriate *nor open* to people in general management or supervisory positions.

Admission Requirements

Since the Certificate Program is intended for persons *working* in, or being transferred to, human resources, accounting or finance management or professional staff positions, and who have little or no formal education in the particular field, applicants must hold a bachelor's degree in a field other than the one they wish to study. Applicants who are deemed by the Admissions Committee to have completed too much course work in the field already, and therefore would not stand to benefit from the Program, will not be admitted. Individuals not working in the intended field of study must demonstrate through the required reference letter from the supervisor that their transfer to either the human resources (personnel), accounting or finance areas is imminent.

Admission is based on prior academic performance and potential, maturity and commitment to professional development, and demonstrated professional/leadership growth, as determined from the application, required letters of recommendation and official transcripts of academic work. Job titles (positions) must be reflective of work in the chosen field, and job progression, membership and participation in appropriate professional societies are viewed as indicators of academic promise and commitment to professional development in the field. The Graduate Management Admission Test (GMAT) is not ordinarily required, but may be needed in certain cases by the Admissions Committee. Decision of the Committee on this and all Admissions matters are final.

Applications are accepted for the Fall and Spring Semesters and must be completed by July 15 and December 15, respectively.

Required are:

(1) Completion of appropriate application form;

(2) *Official* transcripts of all undergraduate, including two year college, and graduate academic records sent to the Director of Graduate Admissions;

(3) Submission of three (3) letters of reference; one from a professional *in the selected field of study,* one from the *immediate supervisor* in the *intended field of study* and one from a college professor who can evaluate your academic work and potential.

PROGRAM STRUCTURE and CERTIFICATE REQUIREMENTS

The Graduate Certificate is obtained upon satisfactory completion of six courses from the Graduate Program in Business Curriculum. At least four of these courses must be in the field selected for the certificate from the following:

CERTIFICATE in FINANCE
MBA 16540 Financial Accounting
MBA 16570 Managerial Finance
MBA 16571 Corporate Financial Theory and Practice
MBA 16572 Financial Markets and Institutions
MBA 16573 Investment Analysis and Portfolio Theory

CERTIFICATE in ACCOUNTING
MBA 16640 Financial Accounting
MBA 16641 Management Accounting
MBA 16642 Internal Auditing
MBA 16570 Managerial Finance
MBA 16643 Federal Income Taxation

CERTIFICATE in HUMAN RESOURCES MANAGEMENT
MBA 16550 Human Behavior in Organizations
MBA 16551 Personnel Management
MBA 16652 Labor Economics and Wage Payment Systems
MBA 16653 Management and Collective Bargaining
MBA 16654 Organization and Management Development

The remaining two courses may be selected from any other Graduate Business offerings in the same or other fields, including economics, management or quantitative methods.

All Graduate Business courses carry three semester hours credit and must be taken on a letter grade basis. A cumulative average grade of "B" or better must be maintained in order to receive the certificate.

Relationship to MBA Program

All courses taken in the Certificate Program are regular MBA courses, and upon award of the certificate, the credits may later be applied to MBA Program requirements. Because of the broader and more quantitative nature of the MBA Program, however, admission requirements are more rigorous, require an acceptable score on the GMAT and no applications from students in the Certificate Program will be considered until the Certificate Program is completed.

Since admission to the MBA Program is independent of the Certificate Program, and the College makes no guarantee to admit Certificate holders to it, students anticipating matriculation as an MBA candidate are strongly advised to apply directly to the MBA program.

Class and Program Length

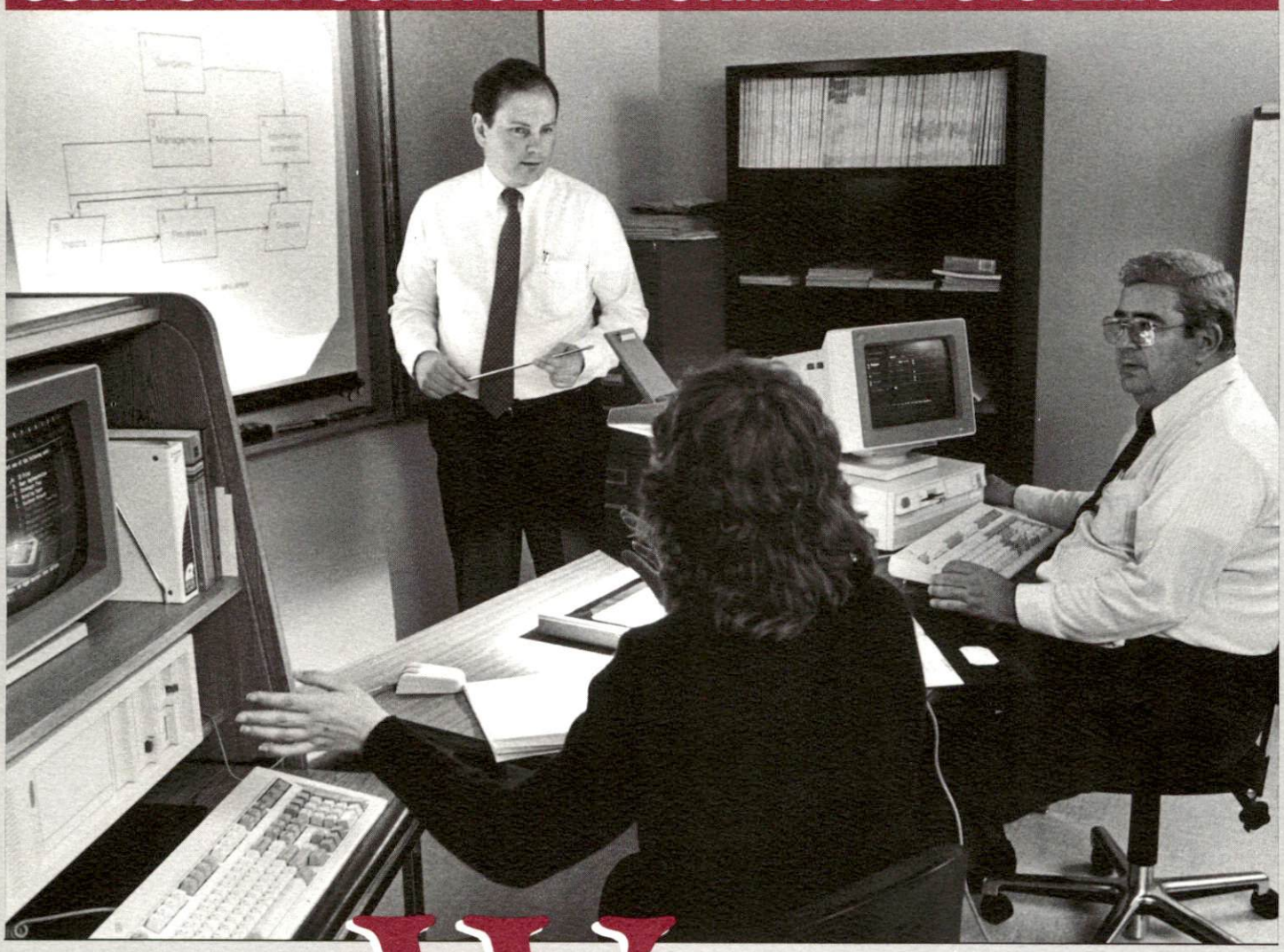
Classes meet one night each week for a typical 15 week semester from 6:15-9:00 p.m. In addition to the Fall and Spring Semesters, a shortened Summer Session is offered. Because the courses offered require considerable time and effort, certificate students are limited to one course in their first semester. A reasonable guide thereafter would be to complete two to three courses per academic year. This would mean two to three years to complete the Certificate Program. The maximum time permitted for completion is four years from date of entry into the Program.

Tuition

Regular graduate tuition, plus semester registration fee.

The Graduate Program in

COMPUTER SCIENCE/INFORMATION SYSTEMS



We prepare thought leaders—the change agents of the new information technology era. The program combines technical, behavioral and quantitative knowledge with a strong managerial emphasis.

The Graduate Program in

COMPUTER SCIENCE / INFORMATION SYSTEMS

MASTER OF SCIENCE DEGREE (M.S.) — MAJOR IN INFORMATION SYSTEMS

Jerome A. McBride, M.S.C.S., *Director*

The Information Systems (I.S.) master's program provides advanced training and experience in both computer science and business administration. For those who desire to be organizational change agents, innovators, and thought leaders of the future, this program is especially appropriate.

The program's primary goal is to help meet the incessant demand for knowledgeable personnel who possess a balanced combination of technical and managerial skills. By uniquely addressing technical, quantitative and behavioral dimensions of business and technology within the context of a comprehensive managerial focus, the program offers the necessary breadth and depth to help students achieve that goal.

The advanced education and training provided in this program prepares the graduating student to identify, analyze, and solve business problems using the systems approach. This includes defining the problem, gathering data to describe the problem, identifying alternatives to solve the problem, evaluating the alternatives, selecting the best alternative, and implementing the solution with appropriate follow-up.

The primary areas of study include information systems technology, system concepts and processes, and organization functions and management (including interpersonal and organizational behavior). The program places strong emphasis on both the technological and sociological implications of systems. Students are expected to participate in frequent team situations to enhance both their systemic thinking and interpersonal skill abilities.

Specific areas of emphasis include eliciting client requirements; analyzing, planning, designing, developing and implementing information systems applications; and managing information system development and operation. Appropriate behavioral, organizational, and financial knowledge and skill development supports the technological central theme.

This MS/IS degree program has been designed to prepare individuals for a working career in industry, government, or education. Specific career paths for the graduating student would include Systems Analyst and/or Designer, Information Systems Project Manager, Data Administrator, Data Processing Auditor, Information Systems Manager or Consultant, as well as Educator.

For those already employed in related disciplines, the Information Systems master's program provides the advanced professional training necessary to enhance career development opportunities.

Admission Requirements

A baccalaureate degree from an accredited university or college is required for admission to the graduate program in Information Systems. Prospective students desiring admission for the Fall, Spring or Summer semesters should direct *all* of the following correspondence to:

Director of Graduate Admissions
Marist College
Poughkeepsie, New York 12601

(1) Arrange to have official transcripts of *all* undergraduate (including two-year colleges) and graduate records sent to the Director of Graduate Admissions. Request(s) to the appropriate college(s) for such records should be completed by August 1, December 15 or May 1 respectively for planned Fall, Spring or Summer semester entry. Student's copies of these transcript records are not acceptable.

(2) Submit a formal application for admission to the Director of Graduate Admissions by August 15, January 1, or May 15 respectively for planned Fall, Spring or Summer semester entry. Applications are available by mail or in person from the Director of Graduate Admissions Office in Fontaine Hall.

(3) Provide a written statement for the Admissions Committee which outlines the applicant's career objective(s), the reason(s) for selecting the Marist I.S. Program, and the applicant's personal as well as professional expectations from the program.

(4) Submit evidence of satisfactory completion of undergraduate prerequisite courses in both Quantitative Methods and Computer Programming (PASCAL preferred). See "Prerequisites for the I.S. Program" section.

(5) Foreign applicants are required to submit scores for both the written and verbal sections of the Test of English as a Foreign Language (TOEFL) as well as documentary evidence of financial resources and support. In cases where the student's poor command of English is detrimental to the student's academic progress, the I.S. Program Director reserves the right to require the student to undertake appropriate remedial coursework.

All of the above applicable documents will be reviewed by the Admissions Committee for determining acceptance. It is imperative that applicants comply with the dates described in (1) and (2) above in order to ensure the timely receipt of the necessary materials for admissions processing by Marist for the requested semester. Failure to comply may result in a delayed acceptance and the deferral of class participation for one full semester.

Transfer Credit

A student may transfer up to six (6) graduate credits from a regionally accredited graduate program. Only courses with grades of "B" or better will be accepted. Courses should be equivalent in content and credit value to courses offered in the Marist program. The Director of the I.S. Program will determine the status of all applications which include previous graduate study.

Advisement

The I.S. Program Director serves as the primary advisor for all students in the program. The Program Director will regularly make specific recommendations on course sequences to be followed by individual students. The Program Director approves all program planning requests made by students and recommendatoins made by assigned faculty advisors. Students should feel free to discuss with the Director any questions or concerns that they may have about their planned studies.

Degree Requirements

To qualify for the Master of Science degree in Information Systems, a student must complete as few as 30 credit hours (up to the maximum of 48 credit hours) at the graduate level. This implies that the student may be granted waivers for up to 6 courses (18 credits) for course work of an applicable nature taken at Marist College or elsewhere *prior* to admission to the I.S. program (exclusive of transfer credit course work).

As a general rule, each student is expected to complete the I.S. program, as determined at the time of admission, at Marist College. Therefore, under normal circumstances, transfer credit or waiver requests, for graduate work taken elsewhere subsequent to admission to this program, will *not* be granted.

Specific undergraduate course work may be recommended to satisfy prerequisite requirements or remedy deficiencies as identified by the Admissions Committee. The MS/IS degree requirements must be completed within 9 years of acceptance into the program with a cumulative index of 3.0 or higher. Requests for any extension of the 9 year limitation must be made in writing to the I.S. Program Director.

Each student, upon acceptance into the program, will receive a list of prescribed courses to be successfully completed. Graduate students are assigned a faculty advisor to assist in program planning. The Program

Director approves all program planning requests and recommendations.

Part-time students are limited to registering for one graduate course during their first semester unless other arrangements are approved in advance by the Program Director. Full-time study is defined by a semester load of 12 or more credits.

Course Scheduling

All courses leading to the MS/IS are offered in the late afternoon and evening in order to serve the needs of the working adult. Since this limits the number of available slots for scheduling courses, students desiring full-time enrollment may occasionally encounter scheduling problems. The Program Director will attempt in good faith to resolve such problems whenever they occur, if possible. Students are responsible for taking courses in the scheduled semesters.

For part-time students, it is recommended that two courses per semester be established as the normal objective. This implies that the student must manage time effectively amongst graduate studies, career work and personal time. Benefits to the student are that initial personal motivation is better sustained, program completion occurs more quickly, odds on finishing are greatly increased and the rewards of the effort are gained much sooner.

Capstone Activity

The Information Systems Policy Course (MSCS 24667) and the Information Systems Project Course (MSCS 24720) are used to demonstrate a satisfactory level of competence in writing, speaking and research in the Information Systems discipline. Because the Policy course is a capping for conceptual I.S. concepts and the Project course is a capping for the physical I.S. concepts, it is expected that all other required courses will have been completed before the student enters these courses. This will maximize the student's experience in each course while minimizing peer knowledge differences.

Matriculated Status

Applicants who satisfy all requirements, including any undergraduate prerequisite courses for admission into the graduate program, are admitted as matriculated students. Those applicants who are required to complete undergraduate prerequisite courses are admitted as non-matriculated students. Graduate students must matriculate upon completion of prerequisite courses. Matriculation ensures that the catalog in effect at the time of matriculation governs the student's degree requirements.

Course requirements for the Masters degree in Information Systems (MS/IS) are as follows:

MSCS	24507	Computer Concepts & Software Systems
MSCS	24517	Program, Data & File Structures
MSCS	24527	Systems & Information Concepts in Organizations
MBA	16500*	Organization and the Environment; or,
MBA	16501*	Legal Environment of Business; or,
MBA	16512*	Managerial Economics
MSCS	24537	Data Management
MSCS	24647	Information Analysis
MBA	16540	Financial Accounting
MBA	16550	Human Behavior in Organizations
MSCS	24567	Data Communications
MSCS	24637	Decision Support Systems
MSCS	25657	Systems Design
MBA	16520	Analysis of the Marketing Process
MBA	16560	Operations Management
MBA	16570	Managerial Finance
MSCS	24667	Information Systems Policy
MSCS	24720	Information Systems Project

*Only 1 of these 3 courses is required.

Course Sequencing

The above courses are listed in groups of four (4) which represents the suggested sequence of courses for a full-time graduate student taking four (4) courses per semester. The actual scheduling of courses may not comply with the scenario shown. All courses in the program provide three (3) graduate credits.

The MSCS courses above appear in the ACM-recommended sequence (i.e. the above MSCS course sequence corresponds to the ACM's IS-1 through IS-10 respectively). Since this order includes the appropriate course dependencies, it is expected that each student will take the MSCS courses chronologically as shown whenever possible so as to avoid negative impacts.

Philosophy Regarding Computer Programming

The best and most valuable Systems Analysts know how to program. Thus, multiple courses in the I.S. program employ programming as a means to fortify a student's logical thought processes and problem-solving skills. The involvement ranges from low level PASCAL to application development languages.

Since the Information Systems student will be involved with programming in one form or another after graduating (ex: working as an Analyst/Programmer or in directing/managing programmers), the I.S. Program philosophy is to prepare the student for this exposure in advance.

Effective Communication Skills

As a Computer Science graduate student majoring in Information Systems, you should be aware that *effective communication is a critical skill required of every student*. In order to further develop and nurture both oral and written communication skills in each student, the Marist pedagogy includes the following as critical success factors for students in Information Systems:

(1) Dialog, *not* lecture, is the primary teaching method used. Most of the courses in this program will require you to verbally interact with the instructor and/or your peers on a regular basis in class.

(2) You will be expected to participate frequently in small group or team situations. These are designed to help to develop your systemic thinking and to enhance your interpersonal skills both in and out of the classroom.

(3) Many of the courses will require that you make one or more oral presentations to your instructor, your class or to a potential client. These may be either formal or informal and would summarize your own work or that of some team of which you would be a member.

(4) Numerous courses will require written reports or research papers which will help evaluate the effectiveness of your written communication skills and to provide feedback for improving them.

The above demands and/or standards will be applied universally to all students in the In-

formation Systems program regardless of the student's race, creed or ethnic origin.

Prerequisites for the I.S. Program

Applicants for the program are expected to possess a reasonable proficiency in both computer programming and computational methods since knowledge and skills in these areas is expected and will be used throughout the program.

Proficiency in computer programming would be satisfied with a B or better grade in the Marist undergraduate course "Computer Science I" (CMSC 21105) or its equivalent taken at another school. PASCAL is the assumed programming language.

Proficiency in computational methods would be satisfied with a B or better grade in the Marist undergraduate course "Operational Models" (MATH 58230) or its equivalent taken at another school. This is the undergraduate version of course "Quantitative Analysis for Managerial Decisions" (MBA 16532) which is the preferable prerequisite.

The two prerequisites for either of these computational methods courses are "Calculus with Management Applications" (MATH 58115) and "Introduction to Statistics I" (MATH 58130) for students who lack that background. Further information on undergraduate courses may be found in the Marist College Undergraduate Catalog.

Some students may be required to take a 12-hour computer workshop to gain familiarity with the Marist Computer System. It is offered during Winter, Summer and Spring Intersessions.

Course Planning

The semester for which courses are expected to be offered applies to the Marist College main campus only. Courses listed for particular summers are expected to be offered every other summer from that shown. The I.S. Graduate Office should be contacted each semester to determine the list of additional courses to be offered at extension sites during the following semester.

The college reserves the right to cancel a course due to insufficient enrollment and to add additional courses during other than the listed semesters as student demand may warrant consistent with instructor availability.

All students requesting enrollment in the Capstone Courses must have a 3.0 or higher cumulative index. Those below this average must repeat courses, starting with the courses in which the lowest grades were received, until a 3.0 or higher is achieved. If upon completion of the capstone courses, the cumulative index falls below 3.0 then the capstone course(s) affecting the average must be taken again.

Students who fall below a 3.0 cumulative index during a particular semester will be warned and placed on academic probation. The student will be given up to two (2) semesters (at the I.S. Program Director's discretion) to recover the average to 3.0 or higher. Should the student fail to do so, the student will be automatically dismissed from the program.

Alternate Courses

The normal requirements may be reduced by as much as 24 credit hours due to transfer credit and/or waivers granted for a student's prior academic work in a specific subject area. In certain cases, the Program Director may include one or more alternate courses in a specific student's program in lieu of granting a course waiver. Examples of such alternate courses might be:

MBA	16510	Macroeconomic Analysis
MBA	16511	Microeconomic Analysis
MBA	16532	Quantitative Analysis for Managerial Decisions
MBA	16551	Personnel Management
MBA	16654	Organization and Management Development
MSCS	24542	Data Base Management
MSCS	24620	Communication Networks and Distributed Processing
MSCS	24640	Distributed Data Base Systems
MSCS	24652	Modeling & Simulation
MSCS	24653	Legal & Economic Issues in Computing
PSYCH	77545	Psychology of Communication

Although not limited to the above examples, whenever such alternate courses are included in a specific student's program, they become part of the degree requirements for that student. Descriptions of the above courses may be found in other sections of this catalog under the MBA, Software Development, or Psychology programs.

GRADUATE INFORMATION SYSTEMS COURSES

MSCS 24507
Computer Concepts & Software Systems
An introduction to the functional organization of computer systems including both hardware and software components. The role of operating systems in directing and controlling the different system resources is examined in detail. Computer terminology, physical computer implementations, and the operating environment for application programs is discussed.
Prerequisites: Computer Science I and Operational Models or their equivalent.
Spring semester *(IS-1) Three Credits*

MSCS 24517
Program, Data & File Structures
An examination of the logical and physical structure of both programs and data. Emphasis is on discipline in program design (including structured programming), data organization and accessing, algorithmic analysis, and the basic aspects of string processing, recursion and simple data structures. A project using PASCAL will be developed during the semester.
Prerequisites: Computer Science I and Operational Models or their equivalent.
Fall semesters *(IS-2) Three Credits*

MSCS 24527
Systems & Information Concepts in Organizations
An identification and basic exploration of the systems point of view, the organization of a system, information flows, and the nature of information systems in organizations. The relation between systems and information to organizational objectives is examined. Functional information systems are explored including marketing, manufacturing and finance. The distinction is made between Management Information Systems and Decision Support Systems. Team exercises and multiple case problems are used.
Prerequisite: Computer Concepts & Software Systems or its equivalent.
Fall & Spring semesters *(IS-3) Three Credits*

MBA 16500
Organization and the Environment
A study of the relationships, interactions and behavior of organizations with their environment from the technological, legal, political, socio-cultural and economic points of view. Attention is given to the changing nature and responsibilities of organizations with regard to current social problems and opportunities. Taught in seminar style, it probes underlying structures.
Summer 1988 & Fall 1989 *Three Credits*

MBA 16501
Legal Environment of Business
Foundations of the American legal system; basics of contract, agency, forms of business organization law, and consumer safety law; basics of administrative law and practice; regulation of competition; the influence of the structure of business on the morality of the business' behavior, the international legal environment; and currently emerging issues in the legal environment of business.
Fall semester & Summer 1990 *Three Credits*

MBA 16512
Managerial Economics
A study of the economic influences directly confronting the individual firm and industry. Considers the determinants of consumer demand, the theory of production, the behavior of costs, decision-making, and the determination of prices for goods and factors under various competitive conditions.
Prerequisite: Operational Models
Spring semester & Summer 1989 *Three Credits*

MSCS 24537
Data Management
A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the data as a resource, the data environment, the data base approach and the need for data modeling are examined in detail. The growing use of Data Base Management Systems in managing data is discussed. The Data Administration function, its relevance in evolving organizations and emerging issues are also addressed.
Prerequisites: Systems & Information Concepts in Organizations, Computer Competency Workshop, (Program, Data, & File Structures recommended).
Fall semester *(IS-4) Three Credits*

MSCS 24647
Information Analysis
An examination of the strategies for developing information systems including a study of the system development life cycle for managing application development. Group dynamics and invididual behavior in the development process are explored. Techniques for eliciting information requirements, methods for analyzing requirements and the development of a general logical design are examined and employed in a major team exercise.
Prerequisites: Systems & Information Concepts in Organizations and Data Management.
Fall & Spring semester *(IS-5) Three Credits*

MBA 16540
Financial Accounting
A survey of accounting principles and practices used in preparing financial accounting information which fulfills management's public reporting responsibilities. Included is an intensive study of the preparation and meaning of financial statements and management's influence over them. Among the topics highlighted are accounting terminology and mechanics, valuation approaches, cost concepts, income determination, interpretive fund flow analysis and the influence of the federal income tax on decisions.
Fall semester *Three Credits*

MBA 16550
Human Behavior in Organizations
Introduces the basic concepts of the individual in an organization and the organization as a system. Presents a framework for thinking about the human side of organizations. Examines a variety of topics including leadership styles, motivation, managerial stress, political maneuvering, improving subordinate's performance, behavioral aspects of decision making, managerial and organizational effectiveness. Case problems are extensively used.
Spring semester *Three Credits*

MSCS 24567
Data Communications
This course examines the concepts and mechanisms of data transport systems including information in the form of data, voice, and image. Network architecture, terminology, control and general topologies will be discussed. Current equipment and physical interconnection will be explored in an applied model incorporating a range of network services to support application development, distributed processing, information centers and distance learning. Emphasis is placed on the impact of data communications technology on organizations and on the design of future information systems.
Prerequisites: Operational Models, System & Information Concepts in Organizations
Spring semester *(IS-6) Three Credits*

MSCS 24637
Decision Support Systems
A study of support systems for decision making in complex, technologically rich environments. The focus is on decision theory principles, problem identification, model formulation and solution procedures. The distinction between decision support systems and transactional modes of processing information is examined. Sample quantitative and qualitative tools will be employed to study the behavioral aspects of decision making in a decision support environment. At least one expert system will be examined.
Prerequisites: Operational Models, Systems & Information Concepts in Organizations, and Data Management.
Fall semester *(IS-7) Three Credits*

MSCS 24657
Systems Design
A rigorous study of the development of an information system including specification, design, implementation and testing. Both managerial and technological aspects of systems design and implementation are considered. The process of planning for change, audits and post implementation are considered. The process of planning for change, audits and post implementation reviews are addressed. Emphasis is on a total system solution rather than software alone. Team projects help the student acquire the knowledge and skills to both develop a physical design and implement an operational system from a logical design.
Prerequisite: Information Analysis.
Fall semester *(IS-8) Three Credits*

MBA 16520
Analysis of the Marketing Process
The student will describe and identify characteristics of sound marketing management policies and strategies including the areas of systems management; marketing potential assessment; market planning, organization, and control; product policy; promotion and distribution policies; and pricing.
Spring semester & Summer 1988 *Three Credits*

GRADUATE INFORMATION SYSTEMS COURSES

MBA 16560
Operations Management
Topics fundamental to the operations of the enterprise are studied including product or process design; facility location and layout; and control of the process through techniques such as network planning, methods analysis, work measurement and quality control. Important developments from the behavioral, economic, mathematical and production engineering fields are highlighted.

Prerequisites: Operational Models (or Quantitative Analysis for Managerial Decisions) and Financial Accounting.

Fall semester *Three Credits*

MBA 16570
Managerial Finance
An examination of the major areas of finance reflecting the important developments in the field under the unifying theme of valuation, the basis for decisions. The following topics will be discussed: the financial markets and instruments, time value of money, capital budgeting, capital structure, cost of capital, dividend policy, financing decisions, mergers and financial reorganizations.

Prerequisite: Financial Accounting; Statistical Analysis recommended.

Spring semester & Summer 1989 *Three Credits*

CAPSTONE COURSES

MSCS 24667
Information Systems Policy
This course builds on previous courses in the I.S. Program and is integrative in nature. Students will explore critical issues related to managing and administering the information systems function. The perspective will consistently be an executive one thus forcing students to analyze, synthesize, and respond from the highest level. Entrepreneurial views are valued and encouraged. Taught in interactive seminar style, the critical thinking of students related to current and strategic issues in information management is thoroughly examined.

Emphasis is on the overall information needs of an organization and what the role of information systems is in meeting those needs. Additionally, alternative structures for matching an information system department to the structure and behavior of the organization are examined. The Information Center, Decision Support Center, and End-User Computing concepts are included.

Prerequisites: Completion of all prior courses in the I.S. Program (including the Information Systems Project course if possible) unless an exception is made by the I.S. Program Director. Students for this course must notify the I.S. Graduate Office in writing at least two (2) semesters prior to when they intend to take it. The permission of the I.S. Program Director is required to enroll. Enrollment will be limited. Students closed out of one semester are guaranteed entry for the following offering.

Spring semester *(IS-9) Three Credits*

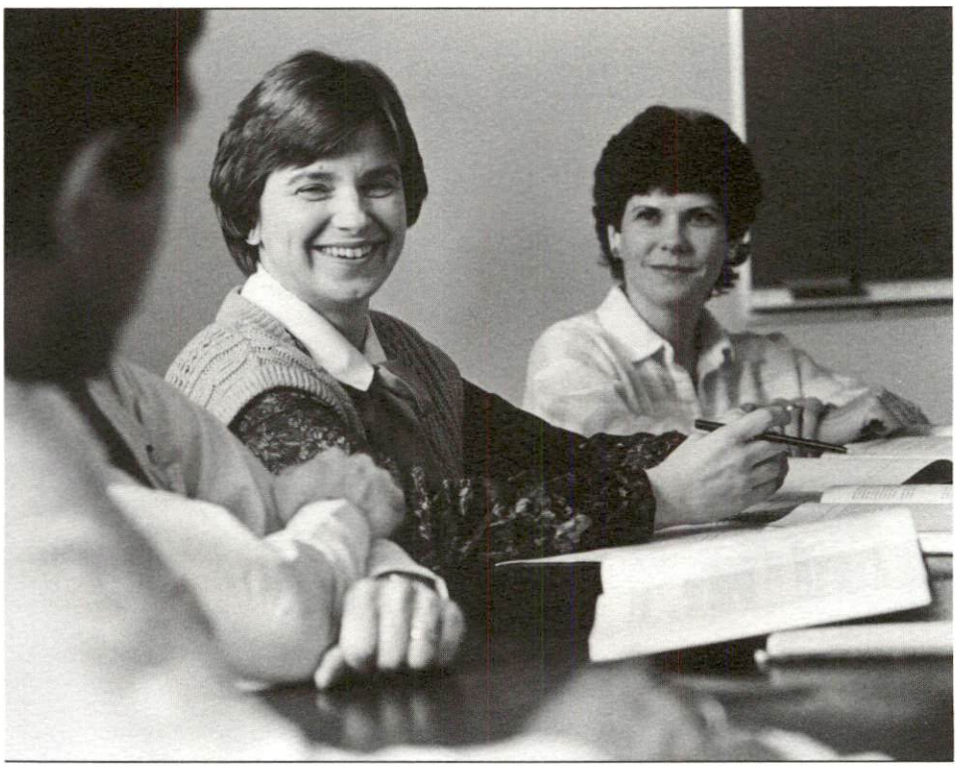
MSCS 24720
Information Systems Project
Through the use of projects, this course fits together all of the concepts from previous courses regarding information system development. The student gains experience in analyzing, designing, implementing, and evaluating information systems. Assignments consist of at least one system development project involving all or part of the system development cycle.

Students will most often work in teams to acquire practical experience in such projects, including the behavioral considerations in systems development. The instructor(s) will act as evaluator(s) instead of teacher(s) since the course pragmatically tests the student's knowledge and skills gained previously in the program.

The student's ability to apply the systems approach to the project as a whole and to individual components will be very closely evaluated. The student's ability to be spontaneous and dynamic in acquiring ancillary knowledge and skills which may be required to execute the development process will also be closely observed and evaluated.

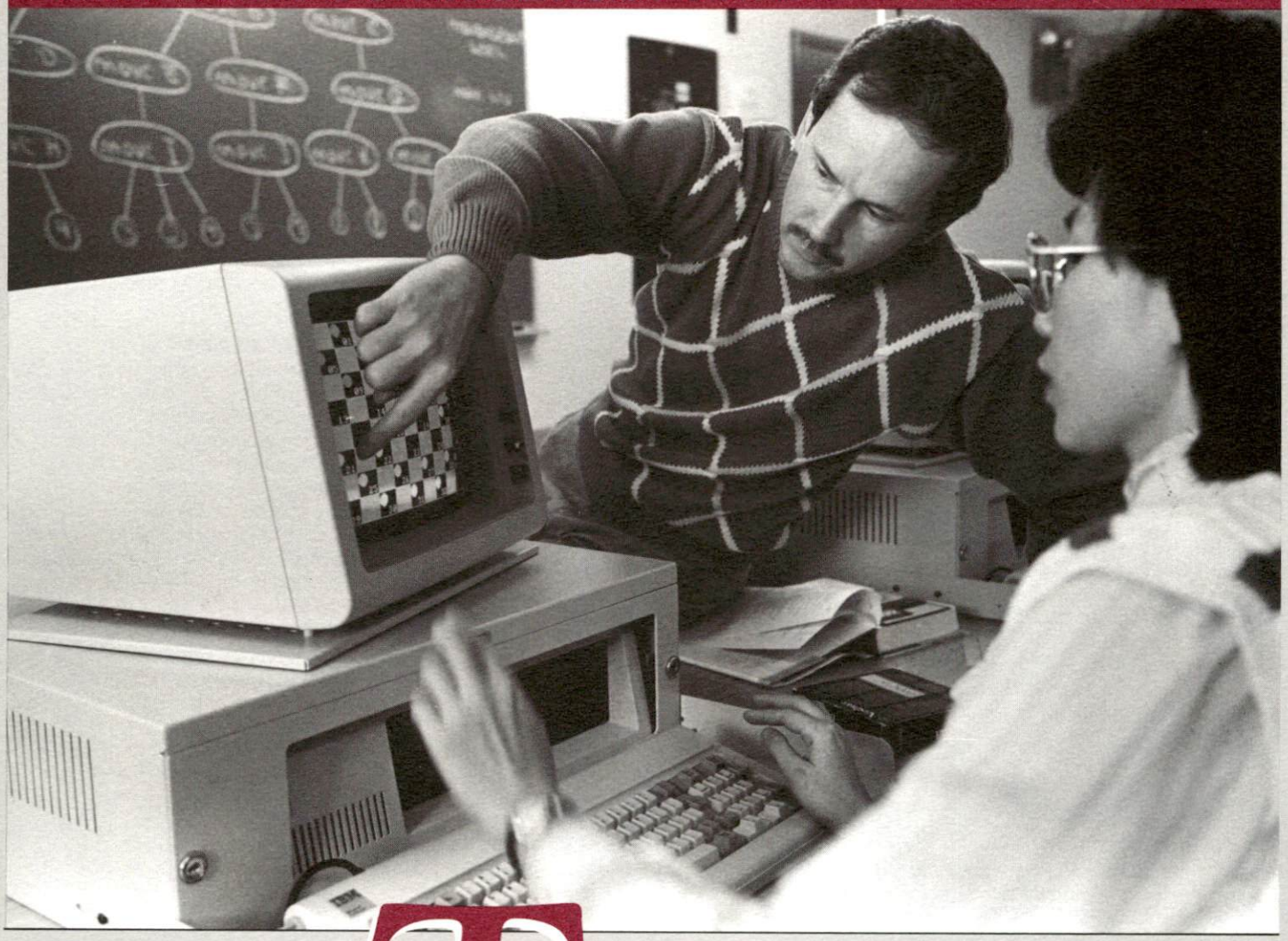
Prerequisites: Completion of as many prior courses in the I.S. Program as is possible (excluding the Information Systems Policy Course) unless an exception is made by the I.S. Program Director. A written request outlining the proposed project is required to obtain permission to enroll. This request must be submitted to the I.S. Program Director at least one semester prior to the semester for which project credit is being sought. Specific details (including the required format of the project proposal) are available from the I.S. Director's Graduate Office.

Fall & Spring semesters *(IS-10) Three Credits*



The Graduate Program in

COMPUTER SCIENCE/SOFTWARE DEVELOPMENT



Through the blending of concepts, theory and practice and using our state-of-the-art facilities, we prepare people to function in a dynamically changing environment in industry, government or education.

The Graduate Program in

COMPUTER SCIENCE / SOFTWARE DEVELOPMENT

MASTER OF SCIENCE DEGREE (M.S.)—MAJOR IN SOFTWARE DEVELOPMENT

Onkar P. Sharma, Ph.D., *Director (Acting)*

The purpose of the Master's degree in Computer Science-Major in Software Development is to provide advanced learning and experience in the various disciplines of computer science to individuals who hold a Bachelor's degree in computer science, mathematics, physics, engineering or some other closely allied field.

A natural extension of the undergraduate program, Marist's MSCS/SD is designed to prepare individuals for a working career in industry or government, as well as to assist those who are already employed within the industry, to acquire advanced professional training necessary in today's rapidly changing technological environment. This latter group consists of applications programmers, design engineers, managers, materials scientists, manufacturing specialists, field engineers, test specialists, and others who wish to broaden their understanding of the computer science field, particularly in the rapidly developing disciplines known collectively as software development.

Another important goal of the program is to prepare students for advanced work in the discipline.

Admission Requirements

A baccalaureate degree from an accredited college or university is required for admission to the graduate program in computer science. In addition to filing a formal application, each student must:

(1) Arrange to have official transcripts of all undergraduate (including two-year colleges) and graduate academic records sent to the Director of Graduate Admissions.

(2) Submit evidence of satisfactory completion of certain undergraduate courses in computer science and mathematics. (Applicants whose undergraduate major is in a field other than computer science should refer to the section on Mathematical/Computer Science Competency.)

(3) Foreign applicants are required to submit scores on the Test of English as a Foreign Language (TOEFL). Documentation of financial resources and support is also required of all foreign applicants.

Applications for admission may be obtained through the Graduate Admissions Office located in Fontaine Hall. All correspondence should be addressed as follows:

Director of Graduate Admissions
Marist College
Poughkeepsie, New York, 12601

Students are accepted for all semesters—Fall, Spring and Summer. Application for these semesters should be completed by August 1, December 15 and May 1, respectively.

Formal admission to the Master's degree program will be granted only to students who have satisfied these prerequisites. Some students may, however, be permitted to enroll in graduate courses as a non-matriculated student upon satisfactory completion of specific prerequisites. The maximum number of graduate credits that can be earned by a non-matriculated student is *nine*. Questions concerning mathematical/computer science competency and non-matriculated status should be directed to the Graduate Program Director.

Transfer Credit

A student may transfer up to six (6) graduate credits from a regionally accredited graduate program. Only courses with grades of "B" or better will be accepted. Courses should be equivalent in content and credit value to courses offered in the Marist Program. The Director of the MSCS/SD Program will determine the status of all applications which include previous graduate study.

Advisement

The Program Director serves as the advisor for all students in the S.D. Program, and students should discuss any questions or concerns they may have about their studies with the Director.

Facilities and Equipment

An IBM 3090-180, located in Donnelly Hall, supports the Marist College time-sharing system. This system is used for administrative applications, instruction and research.

Students, faculty members and staff members can communicate with the computer through interactive terminals from various locations on campus. The student terminal rooms house over 100 terminals for student use and three classrooms are equipped with a terminal and monitor to facilitate instruction.

Four microcomputer laboratories housing over 75 microcomputers are available for students' use. Additionally, a group dynamics laboratory and an advanced software development/graphics laboratory are in the process of being furnished and equipped.

The software available on the system includes the programming languages VSAPL,

PREREQUISITES

Mathematical/Computer Science Competency

It is expected that all applicants for admission to the MSCS/SD Program will have demonstrated proficiency in programming and mathematics. Each student's academic record will be carefully reviewed to assure that this level of proficiency has been reached.

Undergraduate Prerequisites:	**Credits**
Computer Science	
Problem Solving, Data Structure and Programming	9
Assembly Language	3
Computer Organization	3
	15
Mathematics	
Calculus	3
Discrete Mathematics	3
Probability/Statistics	3
	9
	Total: 24 credits

PASCAL, ASSEMBLER, ALGOLW, BASIC, FORTRAN, PL/1 and COBOL, as well as the following packages: SCRIPT, SPSS, STAT-PAK, COGO, POLYSOLVE and a full-screen editor.

Degree Requirements

To qualify for the Master of Computer Science degree, a student must complete 30 credits at the graduate level as described below. Additional undergraduate coursework may be required to satisfy prerequisite requirements or remedy deficiencies as identified by the Graduate Program Director. M.S. degree requirements must be satisfied within seven years of acceptance into the program, with a cumulative index of no less than 3.0. Requests for any extension of the seven year limitation must be made, in writing, to the Program Director.

Each student, upon acceptance into the program, will receive a list of prescribed courses to be successfully completed.

All courses leading to the M.S. degree are offered in the late afternoon and evening in order to serve the needs of the working adult. Part-time students are limited to registering for one course during their first semester unless prior approval is granted by the Program Director. Full-time study is defined by a semester load of 12 or more credits.

Matriculated Status

Applicants who satisfy all requirements, including undergraduate prerequisite courses for admission into the graduate program, are admitted as matriculated students. Those applicants who are required to complete undergraduate prerequisite courses are admitted as non-matriculated students. Graduate students must matriculate upon completion of prerequisite courses. It is the responsibility of the student to determine when matriculated status should be requested.

Requirements for the M.S. Degree with a Major in Software Development are as follows:

Area A	**Programming Languages (at least 2 courses)**
24510	Software Design and Development
24591	Special Topics in Computer Science Area A
24610	Advanced Theory of Programming Languages
24611	Formal Methods in Programming Languages
24612	Architecture of Assemblers
24613	High Level Language Computer Architecture
24691	Advanced Special Topics in Computer Science Area A
Area B	**Operating Systems and Computer Architecture (at least 2 courses)**
24520	Performance Evaluation
24521	Large Computer Architecture
24592	Special Topics in Computer Science Area B
24620	Computer Communication Networks and Distributed Processing
24621	Real Time Systems
24692	Advanced Special Topics in Computer Science Area B
Area C	**Theoretical Computer Science (at least 1 course)**
24530	Algorithms
24531	Automata, Computability, and Formal Languages
24532	Applied Combinatorics and Graph Theory
24593	Special Topics in Computer Science Area C
24630	Theory of Computation
24693	Advanced Special Topics in Computer Science Area C
Area D	**Data and File Structures (at least 1 course)**
24540	Information Systems Design
24541	Information Storage and Access
24542	Database Management
24594	Special Topics in Computer Science Area D
24640	Distributed Database Systems
24694	Advanced Special Topics in Computer Science Area D
Area E	**Other Topics (at least 1 course)**
24550	Artificial Intelligence
24555	Computer Graphics I
24595	Special Topics in Computer Science Area E
24650	Pattern Recognition
24652	Modeling and Simulation
24653	Legal and Economic Issues in Computing
24654	Introduction to Symbolic and Algebraic Manipulation
24655	Computer Graphics II
24695	Advanced Special Topics in Computer Science Area E
Area X	**Capstone Activity (2 courses)**
24700	Thesis I
24701	Thesis II
24710	Project I
24711	Project II

All courses carry three (3) graduate credits.

Capstone Activity
Three methods are available for the satisfaction of the Capstone Activity. Options I and II allow the Master's Degree candidate to demonstrate a satisfactory level of competence in writing, speaking and research. Option III allows the candidate to demonstrate a satisfactory level of ability in a particular concentration of subject matter.

Option I—Thesis (6 credits)
For those choosing the Thesis option, the steps to be followed in fulfilling the thesis requirement are:

(1) The student must submit a proposal to the Program Director at the completion of eighteen (18) graduate credits.
(2) The thesis proposal will be circulated among graduate faculty members who may comment on the proposal's feasibility, logical consistency and worthwhileness. A simple majority of the faculty approving the proposal constitutes acceptance of the Department.
(3) The student's thesis committee will be formed as follows: the student selects two faculty members to serve as the supervisor and the reader of the thesis. The Program Director appoints two additional faculty members.
(4) The student must submit the completed thesis to the committee by the middle of the last semester of graduate study. The thesis must be acceptable to the supervisor and at least two of the three other members of the committee.
(5) After successful completion of all of the above, the student is to submit three copies of the thesis, one each: to the supervisor, the department and the library by the beginning of the last week of the last semester of graduate study.

Students selecting the Thesis Option must register for 24700 Thesis I and 24701 Thesis II during two consecutive semesters. Summer-Fall and Spring-Summer registrations are permitted with approval of the Director.

Option II—Project (3-6 credits)
This option facilitates the use of practical and useful computer programs as a project topic. In particular, the program which is developed to interface with the work of fellow students will give important laboratory experience in some of the crucial aspects of software design and development.

The Project may be carried out alone or in cooperation with one or two other candidates. Each student is expected to describe the project by an oral presentation and by a written description.

If the project option is chosen or approved for three credits only, an additional three credits of course work must be arranged with the project supervisor and the Program Director.

Option III—Subject Concentration (6 credits)
Concentrations in a subject area are being developed by the faculty in response to faculty interest and student requests. In certain cases, additional course(s) in an approved concentration area can be used to satisfy the Capstone Activity. The student who is interested in Option III should make specific arrangements with the Program Director. Course combinations will, in general, have received prior approval of the faculty.

GRADUATE SOFTWARE DEVELOPMENT COURSES

MSCS 24510
Systems Design and Development
This course presents a formal approach to state-of-the-art techniques in software design and development and provides a means for students to apply the techniques.

MSCS 24520
Performance Evaluation
A survey of techniques of modeling concurrent processes and the resources they share. Includes levels and types of system simulation, performance prediction, benchmarking and synthetic loading, hardware and software monitors.

MSCS 24521
Large Computer Architecture
A study of large computer systems which have been developed to make special types of processing more efficient or reliable. Examples include pipelined machines and array processing. Tightly coupled multiprocessors will be covered.

MSCS 24530
Algorithms
This course will develop students abilities as writers and critics of programs. The student will be introduced to a variety of program design techniques, including recursion, heuristics, divide-and-conquer and dynamic programming. Methods of performance analysis with respect to space and time will also be covered.

MSCS 24531
Automata, Computability and Formal Languages
This course offers a diverse sampling of the areas of theoretical computer science and their hierarchical interconnections. Basic results relating to formal models of computation will be introduced.

MSCS 24532
Applied Combinatorics and Graph Theory
A study of combinatorial and graphical techniques for complexity analysis including generating functions, recurrence relations, Polya's theory of counting, planar directed and undirected graphs and NP complete problems. Applications of the techniques to analysis of algorithms in graph theory and sorting and searching.

MSCS 24540
Informatoin System Design
A practical guide to Information System Programming and Design. Theories relating to module design, module coupling and module strength are discussed. Techniques for reducing a system's complexity are emphasized. The topics are oriented toward the experienced programmer or systems analyst.

MSCS 24541
Information Storage and Access
Advanced data structures, file structures, databases, and processing systems for access and maintenance. For explicitly structured data, interactions among these structures, accessing patterns and design of processing/access systems. Data administration, processing system life cycle, system security.

MSCS 24542
Database Management
A study of the concepts and issues related to managing data in an information system. The evolution of computerized information systems from early file systems to current decision support systems is examined. Major database design philosophies along with their corresponding data models are explored. Specific examples of current database management systems are examined as well as issues such as recovery integrity, concurrency and security are discussed.

MSCS 24550
Artificial Intelligence
This course introduces students to basic concepts and techniques of artificial intelligence, or intelligent systems, and gives insights into active research areas and applications. Emphasis is placed on representation as a central and necessary concept for work in intelligent systems.

MSCS 24555
Computer Graphics I
An overview of the software, hardware, and techniques used in computer graphics, including two-dimensional transformations, clipping, windowing, display files and input devices as well as the three types of graphics hardware: refresh, storage and raster scan.

MSCS 24610
Advanced Theory of Programming Languages
Data and control abstractions are considered. Advanced control constructs including backtracking and nondeterminism are covered. Emphasis is on machine-independent implementation of programming language constructs.

MSCS 24611
Formal Methods in Programming Languages
This course deals with the formal representation of programming language constructs, which are then utilized to describe the major methods for proving programs correct and for giving formal program specifications.

MSCS 24612
Architecture of Assemblers
Anatomy of an assembler: source program analysis, relocatable code generation and related topics. Organization and machine language of two or three architecturally different machines; survey and comparison of these machines in various programming environments.

MSCS 24613
High Level Language Computer Architecture
An introduction to architectures of computer systems which have been developed to make processing of programs in high level languages easier.

MSCS 24620
Communication Networks and Distributed Processing
A study of the concepts and terminology of data communications, network design and distributed information systems. The problems, rationales and possible solutions for both distributed processing and distributed databases are examined. Common carrier services, protocols, network design and control, local area networks (LANS), value added networks (VANS) and future network technologies are explored.

MSCS 24621
Real-Time Systems
An introduction to the problems, concepts and techniques involved in computer systems which must interface with external devices. These include process control systems, computer systems embedded within aircraft or automobiles and graphics systems. The course concentrates on operating system software for these systems.

MSCS 24630
Theory of Computation
A survey of formal models of computation, including Turing Machines, partial recursive functions, recursive and recursively enumerable sets, the recursion theorem, abstract complexity theory, program schemes and concrete complexity.

MSCS 24640
Distributed Database Systems
A consideration of the problems and opportunities inherent in distributed databases on a network computer system. Includes file allocation, directory systems, deadlock detection and prevention, synchronization, query optimization and fault tolerance.

MSCS 24648
Pattern Recognition
An introduction to the problems, potential and methods of pattern recognition through a comparative presentation of different methodologies and practical examples. Covers feature extraction methods, similarity measures, statistical classification, mini-max procedures, maximum likelihood decisions and the structure of data to ease recognition. Applications are presented in image and character recognition, chemical analysis, speech recognition and automated medical diagnosis.

MSCS 24652
Modeling and Simulation
A study of the construction of models which simulate real systems. The methodology of solution will include probability and distribution theory, statistical estimation and inference, the use of random variates and validation procedures. A simulation language will be used for the solution of typical problems.

GRADUATE SOFTWARE DEVELOPMENT COURSES

MSCS 24653
Legal and Economic Issues in Computing
A presentation of the interactions between users of computers and the law and a consideration of the economic impacts of computers. Includes discussion of whether or not software is patentable, as well as discussion of computer crime, privacy, electronic fund transfer and automation.

MSCS 24654
Introduction to Symbolic and Algebraic Manipulation
A survey of techniques for using the computer to do algebraic manipulation. Includes techniques for symbolic differentiation and integration, extended precision arithmetic, polynomial manipulation and an introduction to one or more symbolic manipulation systems. Automatic theorem provers are considered.

MSCS 24655
Computer Graphics II
This course will cover individual topics in computer graphics such as three dimensional graphics, hidden line and surface removal and animation.

The Graduate Program in

PSYCHOLOGY

We equip administrators and practitioners to handle the complex range of mental health issues encountered in modern agencies. Our program provides a life span developmental emphasis in a community systems context.

The Graduate Program in

PSYCHOLOGY

MASTER OF ARTS DEGREE IN PSYCHOLOGY (M.A.): Emphasis on Counseling/Community Psychology

Midge Schratz-Millicker, Ph.D., *Director*

Graduate education in psychology at Marist culminates in a generic Master's degree with emphasis on counseling and community psychology. Required core courses ensure basic knowledge of contemporary theory, stress research methodology, and provide students with a lifespan developmental framework for viewing human behavior.

Both idiosyncratic and community systems perspectives are studied with frequent opportunities for hands-on experience provided. Ethical behavior, stressed in all courses, is particularly emphasized in courses which train students in the utilization of psychological technology in applied settings.

Students are advised that in New York State a Master's degree in psychology does not qualify graduates for licensure as psychologists nor does the program's externship earn credit toward such licensure.

Admission Requirements

A baccalaureate degree from an accredited college or university is mandatory for admission to the graduate program in psychology. In addition, an applicant is expected to:

(1) Complete undergraduate courses in general psychology, statistics and experimental psychology. Recommended, but not required, is a course in psychological testing;
(2) Achieve a 3.0 cumulative undergraduate grade point average based on a system in which 4.0 is equivalent to an "A" grade;
(3) Achieve an acceptable score on the Graduate Record Examination (GRE) **morning** aptitude tests. Applicants who can demonstrate the successful completion of substantive graduate work elsewhere may be exempted from the GRE.
(4) Submit three letters of recommendation from former faculty members or employment supervisors;
(5) Be interviewed on campus with the Program Director.

Degree Requirements

To qualify for the master's degree in counseling/community psychology, a student must:

(1) Complete all requirements not later than five years after matriculation;
(2) Complete a total of 45 credit hours in courses and externship or thesis;
(3) Achieve a 3.0 cumulative grade point average in graduate courses;
(4) Achieve either a grade of "S" for the externship or a grade of "P" for the thesis.

Marist Computer System Familiarity

Familiarity with the use of the Marist computer system is *expected* of all students. Therefore, some students may be *required,* and all students are *strongly urged,* to take a twelve-hour workshop/seminar, non-credit, computer course. This course familiarizes students with the Marist system, setting up and editing files, using public library programs, especially statistical packages, and word-processing using SCRIPT.

The course should be taken *before* the third semester for a part-time student, and before the second semester for a full-time student. It is offered during the Winter, Spring and Summer intersession periods, when regular graduate classes are not in session. Information and registration for the course is through the School of Adult Education Office in the Marist East Building.

Curriculum Summary

REQUIRED COMPONENTS		CREDITS
(1) Core	Assessment I and II	6
	Developmental I and II	6
	Counseling I and II	6
	Personality & Psychopathology	6
		24
(2) Research	Survey and Program Evaluation	6
(3) Community	Community Psych and Elective (1)	6
		36
(4) Externship	(Final Semester) or Thesis	6
		42
(5) Elective	(General)	3
		45

Curriculum Sequence

FIRST YEAR			
R Assess I	3	R Assess I	3
R Develop I	3	R Develop II	3
R Research I (Survey-Interview)	3	R Personality	3
R Comm. Psych	3	R Research II (P.E.)	3
	12		12
SECOND YEAR			
E Community Elective or General Elective	3	R Counseling II	3
R Counseling I	3	R Externship or Thesis	6
R Psychopathology	3		
E Community (Elective) or General Elective	3		
	12		9

Statement of Probationary Status

A minimum grade point average (GPA) of 3.0 in graduate courses attempted is a requirement for graduation. If at any time the student's GPA falls below 3.0, the student will be sent a letter notifying him/her of academic review. Academic review will result in either dismissal or assignment of probationary status.

If placed on probation, the student is expected to take immediate steps to raise the GPA. This can be done by (1) earning enough grades of B+ or A, or (2) retaking the course(s) in which a grade of C+ or below was earned and achieving a B or better in this course. Note that grades of B in any subsequent course, while they will raise a GPA when it is below a 3.0, will not by themselves be sufficient to raise the GPA to 3.0 or above.

A student is allowed 12 credit hours of work to raise his GPA above 3.0 after being placed on probation. If, after attempting 12 credit hours, the GPA has not been raised to 3.0, the student will be required to leave the program.

Probation/Dismissal can also occur for non-academic reasons. The M.A. Program in Psychology educates/trains practitioners and in this regard has a responsibility to safeguard the welfare of the public. Many graduates of this program will take positions as counselors in the community, necessitating the highest level of ethical functioning and personal adjustment. In order to insure the community well-being, the department reserves the right to put on probation or dismiss from the program any student it judges to be ethically or psychologically unfit to function as a professional. Such judgments can be made at any time during the program, but students will be advised as soon as faculty are aware of potential problems.

Externship Option

The department has acquired an extensive list of placements covering all populations and providing either clinical or research experience and supervision. The graduate externship occurs in the final semester and consists of the equivalent of two work days a week for the semester. A contract is drawn between the student and the professional supervising the externship ensuring an educational experience. A full-time faculty member is assigned to coordinate each student's externship.

Thesis Option

For those choosing the thesis option, the steps to be followed in fulfilling the thesis requirement are:

(1) The student must submit a proposal to the Psychology Department by the beginning of the next to last semester of graduate study.

(2) The thesis proposal will be circulated among the full-time graduate faculty members, and among others who may be involved. Each faculty member may comment on the proposal's feasibility, logical consistency and value. Each faculty member may ask that the proposal be revised. A simple majority of the faculty approving the proposal constitutes acceptance of the Department. Step 2 should take no more than 10 days.

(3) If there is any question regarding the ethical acceptability of the research, the thesis proposal must then be submitted to a committee for review. Upon successful review of this committee, the program director will inform the student by letter that his/her proposal is accepted, and that he/she may proceed with the research.

(4) The student's thesis committee will be formed as follows: the student selects two faculty members to serve as the supervisor and the reader of the thesis. The graduate program director appoints two additional faculty members.

(5) The student must submit his/her completed thesis to the committee by the middle of the last semester of graduate study. The format of the thesis is to follow APA Format. The thesis must be acceptable to at least three of the four members of the committee.

(6) After the written thesis has been found acceptable, the graduate student has the option to orally present and summarize his/her thesis at a meeting to which the psychology faculty and graduate students have been invited.

(7) After successful completion of all of the above, the student is to submit four copies of the thesis, one each to the supervisor, the reader, the department and the library, by the beginning of the last week of the last semester of graduate study.

Schedules

The graduate program in psychology is designed to be completed in four semesters of full-time study. Part-time students must complete the program within five years.

For the first three semesters, a full-time student attends classes four evenings a week and takes twelve credits.

Each course is offered in the evening and meets one night a week from 6:15 to 9 p.m.

Summer classes meet two nights a week during June and July. A student is strongly advised to limit courses to one during the summer session.

Advisement

At the time of matriculation, each student is assigned a faculty advisor. A student thereafter may request a change in faculty advisor. Each student is urged to arrange a meeting with his or her faculty advisor prior to registration. Early registration is recommended for the selection of the externship or the thesis.

Graduate Student Association

Academic and social functions are arranged throughout the academic year by the graduate students. The association has a budget to sponsor talks, symposia and workshops of interest to the student, faculty and community. The officers have been successful in obtaining a diverse array of speakers to address the students.

Financial Aid

Both full-time and part-time students may qualify for financial aid. Six graduate assistantships are available each year in addition to student loans, TAP, Marist grants, etc. Partial tuition reimbursements are available to students who meet qualifications.

GRADUATE PSYCHOLOGY COURSES

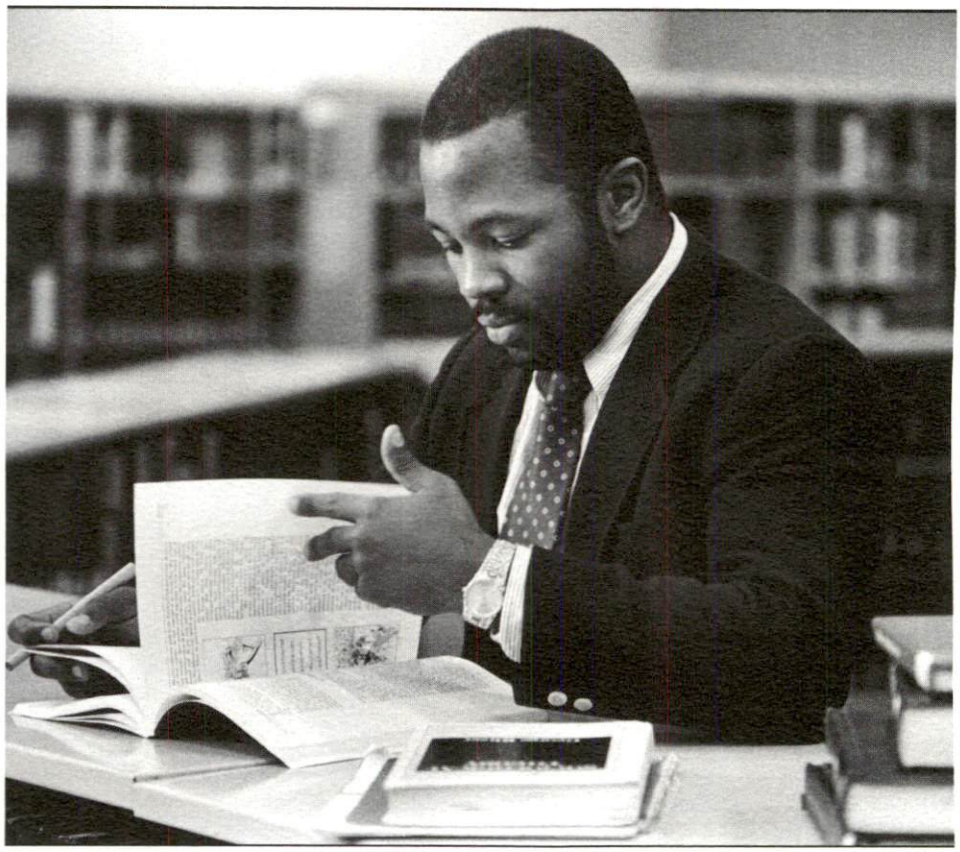
PSYCH 77507
Rehabilitation of the Neurologically Impaired Individual
Lecture, discussion and readings will broadly address the state of the art in rehabilitation medicine, rehabilitation psychology and neuropsychology. Emphasis will be placed on the rehabilitation needs of a neurologically impaired population having principle diagnoses of stroke, head injury, and spinal cord injury. Theories of psychological adjustment to neurological and physical disability will be examined and integrated within a framework for assessment and treatment delivered on a rehabilitation unit as well as through outpatient services. Exploration of assessment and treatment techniques will focus on the patient's cognitive, emotional, behavioral, environmental, and vocational status following onset of disability.

Three Credits

PSYCH 77511
Personality
Examination of human personality from four broad perspectives: psychoanalytic, trait theory, learning-theory and humanistic-existential. Primary and secondary sources are used. Implications for psychotherapy are explored.
Spring semester *Three Credits*

PSYCH 77545
Psychology of Communication
Covers the principles of effective interpersonal communication in dyads, small groups and community settings. In addition to readings and discussion of theory and techniques of communicating, students will practice skills of self-disclosure, active listening, confrontation and persuasive communication. Since communication also involves self-awareness, students may also participate in value clarification workshops, role play simulations and other small group experiences. Opportunities for groups of students to investigate optional related topics such as nonverbal communication, transactional analysis, communicating through the mass media and constructive patterns of communications in work groups, families, couples and other social systems will be provided.
Spring session *Three Credits*

PSYCH 77548
Multimodal Therapy
The relationship between theory, research and practice in the modification of human functioning is explored. More specifically a conceptual and practical framework is provided for understanding, assessing and changing one's own functioning and that of others. The holistic and systematic approach of Multimodal Psychology serves as the vehicle for achieving these goals.
Offered annually *Three Credits*



PSYCH 77605
Research Methods I: Survey/Interview
The use of questionnaires and interviews as information gathering devices for a research project are considered. Course includes the development and construction of questions, selecting a sample of persons, administering the survey, analyzing and interpreting data, writing report of results. Theoretical issues and practical applications are examined.
Fall semester *Three Credits*

PSYCH 77606
Research Methods II: Program Evaluation
The course focuses on the techniques of program evaluation in human services, including needs assessment, outcome, cost/benefit and quality assurance. Also included are discussions of the politics of evaluation, approaches to increase utilization and publishing of results. Case examples from the literature are analyzed.
Spring semester *Three Credits*

PSYCH 77607
Psychopathology
Considers abnormal behavior from a historic perspective, according to contemporary psychological models, and according to the classification system of the American Psychiatric Association. This course stresses the etiology and diagnosis of abnormal behavior patterns; implications for psychotherapy and biological forms of therapy are also explored.
Fall semester *Three Credits*

PSYCH 77609
Clinical Services for Children and Adolescents
Goals for this course include: 1) Understanding models of counseling with children and applying them to selected areas (mental retardation, autism, disorders of ego development, foster care, child abuse, divorce, death, physical illness); 2) Integrating knowledge from developmental psychology about cognitive development; 3) developing professional identity as a psychologist working in clinical situations with children; and 4) understanding the ramifications of Public Law 94-142 and the Committee of the Handicapped (COH) process in New York State.
Biannually *Three Credits*

PSYCH 77610
Developmental Disabilities
A survey course designed for those without prior didactic exposure to the field of developmental disabilities. Current issues in developmental disabilities will be examined in a historical context. Definitions, etiological factors and classification systems will be examined from both a theoretical and practical perspective. Problems relating to family impact as well as services and advocacy will be examined with particular emphasis on state and local programs.
Three Credits

PSYCH 77611
Developmental Psychology I
The study of changes in human behavior with increased age is accomplished through discussion in some detail of basic concepts, research methodology, current empirical evidence and theoretical formulations which constitute contemporary developmental psychology. This course provides a life-span perspective on development with particular emphasis on adolescence as a period in which the foundations of adult decision-making are set down. Course material is aimed at providing students with a knowledge base from which to make distinctions between normal and abnormal development and a framework for possible remediation where abnormalities are found to occur.
Fall semester *Three Credits*

PSYCH 77612
Developmental Psychology II
Life-span development with emphasis on adulthood and aging is the focus of this course. Course material deals with the transition from adolescence to young adulthood and subsequent physical and personality change as one proceeds through the adult years. Attention is given to non-normative, as well as normative, events which have been demonstrated to affect adult development. Current empirical evidence on changes in sensation, perception, learning, memory and motivation, generally associated with increasing age, will be considered. Social factors, such as changes in the family, educational, economic and social support systems will be examined with reference to their impact on varying cohorts. It is expected that greater knowledge of normal adult development will provide students with a framework within which to make better judgments with reference to abnormal adult development.
Spring semester *Three Credits*

PSYCH 77613
Assessment I
The foundation of all psychological assessment is laid by integrating theory, treatment and assessment via a "holistic" model of human functioning. A review of the basic principles of test construction, analysis and interpretation provides for the use of formal psychometric measures, as well as clinical judgment. Particular emphasis is placed on cognitive functioning, through the use of the Wechsler, Binet and McCarthy Scales. Aptitude, achievement and interest inventories are included in addition to self rating scales of cognitive style. Practical experience and report writing is emphasized, as is life span assessment.
Fall semester *Three Credits*

PSYCH 77614
Assessment II
This course serves as the logical extension of the "holistic" approach developed in Assessment I. Psychometric and clinical assessment across behavioral, affective, sensory, imaginal and interpersonal modalities is detailed throughout the entire life span. Practical experience with traditional projective tests (Rorschach, TAT, CAT, Drawings, etc.), personality inventories and rating scales is included, in addition to the use of functional analysis, self-observation and imaginal techniques. Comprehensive report writing is required.
Spring semester *Three Credits*

COMM 77625
Learning:
A Community Systems Approach
This course consists of three components relevant to a community psychological approach to education. The first component, "Why Can't Johnny Learn?" consists of a systems approach to the factors affecting learning in schools. In this approach, the class will consider the individual and family, classroom, school and community level factors and their interactions and effects on academic achievement. The second component, Educational Innovations, includes strategies for intervening in the schools to promote system changes which will enhance learning. Students will propose a hypothetical intervention to enhance learning. In the final part of the course, Community Mental Health, the issue of how a community psychologist can work in the schools to promote the mental health of the student will be addressed.
Fall or Spring semester *Three Credits*

PSYCH 77701
Counseling I
This course will examine the process involved in individual counseling and psychotherapy. Supportive, re-educative, and reconstructive approaches to therapeutic interaction will be explored. Various theoretical approaches to understanding personality change will be examined. These will include behavioral, psychodynamic and client centered orientations. This course will assume a life-span perspective on therapeutic interaction. As such, techniques for counseling child, adolescent, adult, and aged populations will be discussed.
Fall semester *Three Credits*

PSYCH 77702
Counseling II
This course will examine group approaches to therapeutic interaction. The history and development of group therapy will be presented. Various theoretical models of group treatment will be considered: behavioral, gestalt and psychodynamic. Issues in technique, client selection and group composition will be presented. Students will participate in group experiences as part of the learning process for this course. Role playing of groups with various client populations, (e.g. adolescents, retarded, the aged) will be included. Approaches to family therapy and marriage counseling will also be considered.
Spring semester *Three Credits*

CAPPING ALTERNATIVES

EXTERNSHIP 77703
The externship is a semester-long, culminating, applied experience. The student selects the work setting and is under professional supervision for two days a week. The student may extern after all course work is completed or while the final course is being taken.
Recommended for a Spring semester *Six Credits*

THESIS 77705
The thesis may be of a theoretical or empirical nature. The final draft of the thesis must be submitted by the middle of April for May graduation.
See calendar for precise date *Six Credits*

COMMUNITY COURSES

COMM 77520
Community Psychology
Studies the impact of public policy (e.g. deinstitutionalization) on clinical psychology. Traces the extension of community mental health into other areas within psychology and related disciplines. Examines the new methodologies employed in the emerging field of community psychology.
Fall & Spring semesters *Three Credits*

COMM 77521
Community Change
Identifies psychological theories and findings that may contribute to community change. Considers facilitating and impeding factors to community change. Emphasizes strategies for change for emerging social problems. Reviews ethical issues involved in community change.
Three Credits

COMM 77522
Community Public Health
Approaches the study and analysis of the community from the Public Health model. A strong emphasis is placed on a disease-prevention orientation and strategic planning. The empirical component is composed of reviews and discussions of epidemi-

ology research studies. The administration and organization component is viewed from the county level of government.

Three Credits

COMM 77523
Community Human Services Systems
Traces the rapid and diversified expansion of government-sponsored social welfare services (health, housing, education, etc.). Theoretically, it considers the tensions between government control and power, and individual privacy and liberty. Practically, it considers the problems of organization and administration of human service programs. Judicial decisions are included for illustrative purposes.

Three Credits

COMM 77524
Community Problems I
Community Problems is an in-depth treatment of a particular community problem. The instructor selects a particular topic from the areas of health, education or welfare.

Three Credits

COMM 77526
Community and the Aged
The relationship between policymaking and the operation of programs for the aged is the focus of this course. Lectures and discussions focus on a reappraisal of the federal role in the allotment of financial resources and the network of delivery systems. Autonomy and responsibility within the system are examined with an eye to training administrative skills. Program development and future planning discussions focus on such problem areas as health care, housing, income maintenance, legal services, transportation and meaningful communications.

Three Credits

PSYCHOLOGY ALUMNI EMPLOYMENT

At the 15th Anniversary Celebration of the Graduate Psychology Program in the Fall of 1987, information on alumni employment was reported. Information was available from approximately 100 graduates, slightly less than half of the program's alumni.

Employment Categories

Administrators in Mental Health (Executive Directors, Directors, etc.)	13
Mental Health Practitioners (Counselors, Therapists, etc.)	49
Doctoral Candidates or Ph.D.'s	19
Educators	19
Program Evaluators	7

Other alumni were employed in a variety of areas, including positions in business, consulting firms, politics and correctional work.

The Graduate Program and Certificate Program in

PUBLIC ADMINISTRATION

Our graduate public administration program relates how the worlds of knowledge and experience come together in making sound managerial decisions. We offer the basic conceptual framework for effective public service.

The Graduate Program in

PUBLIC ADMINISTRATION

MASTER OF PUBLIC ADMINISTRATION DEGREE (M.P.A.)

Donald J. Calista, Ed.D., M.P.A., *Director*

The purpose of the M.P.A. program is to provide students with the necessary skills and knowledge for a successful career in government and not-for-profit organizations. Its goal is to meet the demand for skilled public administrators by providing professional education to men and women who wish to prepare for careers in public service or to enable those now working in the public sector to enhance their skills.

The curriculum reflects a dual orientation. Students are exposed to basic conceptual issues of public administration as well as to the practices, skills and techniques of the field. The program is interdisciplinary—drawing from the behavioral and social sciences, and the managerial disciplines. In addition, students take some of their concentration courses in other graduate programs at Marist.

Candidates for full-time enrollment are encouraged to apply. The program is also structured to facilitate part-time enrollment. Accordingly, classes are held in the evening.

Admission Requirements

The Admissions Committee will review applications of students regardless of their undergraduate major. The overall scholastic record and potential of the applicant is assessed. In addition, achievement on the Graduate Records Examination (GRE) and prior experience is considered.

Applications for admission may be obtained through the Graduate Admissions Office. All correspondence should be addressed as follows:

Director of Graduate Admissions
Marist College
Poughkeepsie, New York 12601

Students are accepted for fall, spring and summer semesters. Notification of status is made not later than 10 days prior to the start of the semester.

To matriculate in the graduate program a student must:

(1) Hold a baccalaureate degree from an accredited college or university.
(2) Complete the appropriate application form and personal statement;
(3) Have *official* transcripts of *all* undergraduate, including two year colleges, and graduate academic records sent to the Director of Graduate Admissions;
(4) Achieve an acceptable score on the Graduate Records Examination (GRE) morning aptitude tests (verbal and quantitative).
(5) Achieve an acceptable score on the Test of English as a Foreign Language (TOEFL), if a student's native language is other than English. For information regarding the registration and test procedures for the TOEFL program, request the TOEFL Bulletin of Information for Candidates from:

TOEFL
Box 899
Princeton, New Jersey 08541.

Students may be admitted on a *non-matriculated* basis and be allowed to take up to six credits of course work. Students will not be allowed to continue in the program unless GRE scores are received prior to taking their third course.

Computer Competency

Students are expected to be familiar with the Marist computer system. A computer workshop is available through the School of Adult Education and students are strongly urged to enroll upon acceptance in the Program. Students must take the workshop prior to enrolling in MPA 75515.

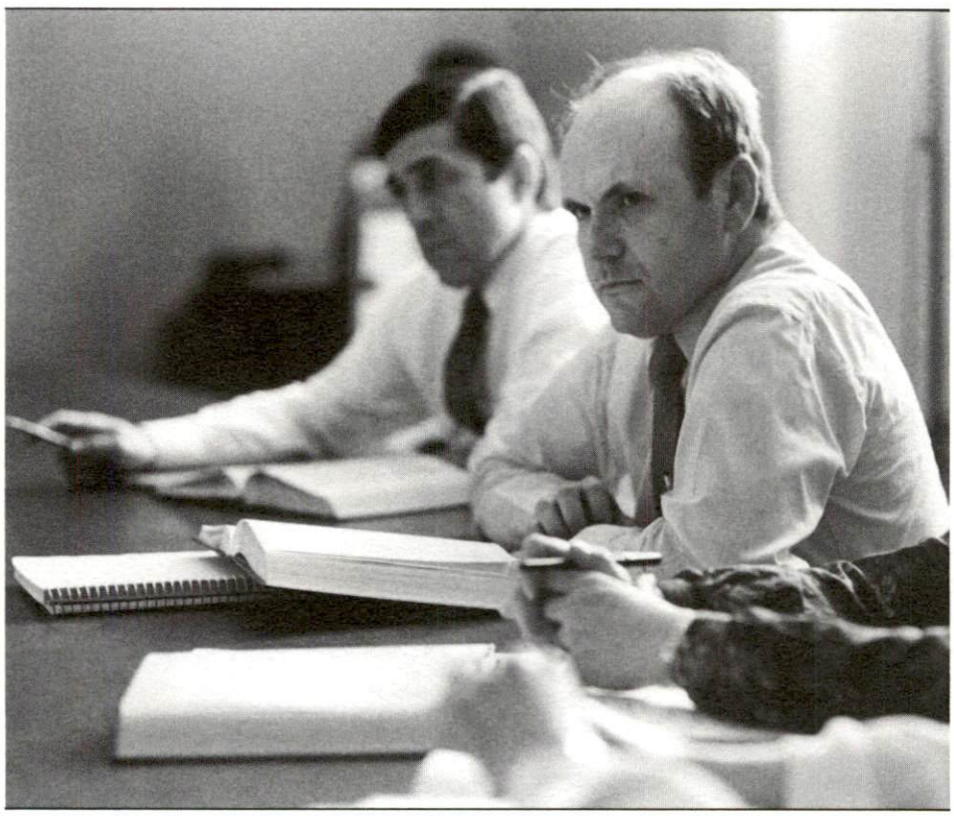
Degree Requirements

To qualify for the Master of Public Administration degree, a student must complete 39 credits of graduate work. M.P.A. degree requirements must be completed within seven years of acceptance into the program, with a cumulative index of no less than 3.0. Request for any extension of this seven year limit must be made, in writing, to the Program Director.

Each student, upon acceptance into the program, will receive a list of prescribed courses to be successfully completed. Each course will be designated as either a prerequisite, core, elective or concentration course.

Course requirements are explained on the next page. Students may choose among five concentrations in: Human Services Administration, Personnel/Human Resources, Information Systems, Criminal Justice, and Financial Management.

Part-time students who are not fully matriculated in their first semester may not take more than one course unless approved by the Program Director. No thesis or comprehensive examinations are required. *Seminar in Public Administration* is the terminal course for each student. Students must achieve a 3.0 index to be admitted to the *Seminar.*



MPA COURSE REQUIREMENTS

INTRODUCTORY COURSES (6 Credits)

(Waivers may be granted based on prior academic work)

MPA 75514 Issues in Politics and Economics of Government
MPA 75515 Introduction to Computer Processes and Statistics

CORE PROGRAM (24 Credits)

MPA 75500 Concepts and Problems of Public Administration
MPA 75501 Administration and the Policy Process
MPA 75504 Fund Accounting and Fiscal Controls
MPA 75506 Administrative Law
MPA 75516 Research Methods and Statistics for Public Administration
MPA 75550 Human Behavior in Organizations
MPA 75551 Personnel Management
MPA 75600 Seminar in Public Administration (last course to be completed)

CONCENTRATIONS (6-12 Credits)

Each student must complete one concentration. The Program Director may approve of appropriate substitutions of courses from the other graduate programs.

CONCENTRATION IN PERSONNEL/HUMAN RESOURCES MANAGEMENT (6 Credits)

MPA 75513 Program Planning and Evaluation, or
MBA 16553 Management and Collective Bargaining, or
MBA 16654 Organization and Management Development

CONCENTRATION IN CRIMINAL JUSTICE ADMINISTRATION (6 Credits)

MPA 75509 Principles and Processes of Criminal Justice Administration
MPA 75510 Practices and Problems of Criminal Justice Administration

CONCENTRATION IN HUMAN SERVICE ADMINISTRATION (6 Credits)

MPA 75511 Concepts of Human Service Administration
MPA 75512 Problems and Cases in Human Service Administration

CONCENTRATION IN INFORMATION SYSTEMS (12 Credits)

Students in this concentration must complete an additional prerequisite, Math 58115 Calculus with Management Applications. They are not required to take MPA 75506 Administrative Law or MPA 75551 Personnel Management. Instead they must complete the following four courses for a total of 39 graduate credits.

MSCS 24527 Systems and Information Concepts in Organizations
MSCS 24537 Data Management
MSCS 24647 Information Analysis
MSCS 24657 Systems Design

FINANCIAL MANAGEMENT (6 Credits)

MBA 16532 Quantitative Analysis for Managerial Decisions
MBA 16540 Financial Accounting

ELECTIVE (3 Credits)

Three credits. Chosen among *Current Issues in Public Administration* one credit courses or area of student interest. Students may use this course to develop an appropriate field internship.

GRADUATE PUBLIC ADMINISTRATION COURSES

CORE COURSES

MPA 75500
Concepts and Problems of Public Administration
A general overview of the field of public administration and its important theoretical literature. Characteristics of American bureaucracy are discussed to illuminate the complex problems of contemporary governmental administration. Among topics considered are: the historical development of Public Administration and examination of major organizational theories, the contributions of social science to understanding organizations and ethical issues involved in contemporary government activities.
Fall, Spring semester as needed *Three Credits*

MPA 75501
Administration and the Policy Process
An investigation into the relationship of bureaucracy to the policy process with emphasis on institutional structures and experience. An examination of the ways in which the political sector conditions bureaucratic behavior and the mechanisms which keep administration responsible and responsive. Emphasis is also placed on the nature of program formulation and implementation within the policy-making process.
Prerequisite: Concepts and Problems of Public Administration.
Annually *Three Credits*

MPA 75502
American Federalism & Inter-Governmental Relations and Planning
A discussion of the relationships among federal, state and local governments with regard to the performance of government functions. Emphasis is placed on the theoretical background of conflict and cooperation among the various levels of government and on the practical administrative problems resulting from the division of government powers. Features of the "New Federalism" and fiscal policies such as Revenue Sharing will also be examined.
As needed *Three Credits*

MPA 75600
Seminar in Public Administration
This course is intended to provide an integrating experience for students. Emphasis will be placed upon specific problems. Extensive research and analysis of public policy will be conducted. (Note: This is the final course in the MPA Program. Students must obtain a 3.0 index to enroll in this course.)
Annually *Three Credits*

MPA 75504
Fund Accounting and Fiscal Controls
This course will present two fiscal control devices currently utilized in government: program planning and budgeting and municipal accounting. The theory of these systems and related illustrations will be studied. In addition, several problem solutions will be required to enable the student to apply these concepts in practical situations.
Offered every two years *Three Credits*

MPA 75506
Administrative Law
This course involves the study of the legal framework of public administration. Basic principles of constitutional law and the institutions of American government are reviewed. The development of the administrative agency as a contemporary legal and social phenomenon and its relationship to other branches of government are considered. The structure of an administrative agency, its jurisdiction, powers, processes and accountability are analyzed.
Fall semester *Three Credits*

MPA 75550
Human Behavior in Organizations
Introduces basic concepts of the individual in an organization and the organization as a system. Presents a framework for thinking about the human side of organizations. Examines a variety of topics including: leadership styles, motivation, managerial stress, political maneuvering, improving subordinates' performance, behavioral aspects of decision-making, managerial and organizational effectiveness. Case problems are extensively used. Public Administration emphasis.
Annually *Three Credits*

MPA 75551
Personnel Management
This course includes discussion of those personnel functions common to any organization: Providing support to line management, establishing sound employee policies and procedures, staffing the organization and compensating the workforce. Emphasis is placed on critical or evolving areas of personnel administration, such as manpower planning, employee appraisal and compensation systems for technical, professional and managerial personnel. Public Administration emphasis.
Annually *Three Credits*

MSCS 24527
Systems & Information Concepts in Organizations
An identification and basic exploration of the systems point of view, the organization of a system, information flows and the nature of information systems in organizations. The relation between systems and information to organizational objectives is examined. Specific information system applications are explored. Examples may include accounting, operations, marketing, management control, decision making and/or others appropriate to the class population.
Annually *Three Credits*

MPA 75513
Program Planning and Evaluation
This course is designed to develop an understanding of the uses of evaluation research in planning, designing and implementing public programs. Need identification and assessments, planning interventions, target population selection, program monitoring and impact assessment will be examined. Special attention will be given to the application of sample surveys, advanced questionnaire design and techniques for survey analysis in program development and evaluation.
Offered when there is sufficient enrollment *Three Credits*

MPA 75509
Principles and Processes of Criminal Justice Administration
This course is for students and criminal justice practitioners who wish to improve their managerial effectiveness and efficiency. It provides an overview of the fundamental concepts of public administration with particular relevance to law enforcement agencies, youth and correctional services, probation and parole. Topics to be covered include organizational structure and behavior, human resources management, leadership style, group dynamics, policy analysis and formulation, organizational development, conflict resolution, cost-effectiveness and evaluation
Offered when there is sufficient enrollment *Three Credits*

MPA 75510
Practices and Problems Criminal Justice Administration
This course examines contemporary crises and challenges facing the criminal justice system. Areas of concern are: public demands for greater productivity and accountability in a period of diminishing resources; decision-making at a time of uncertainty and rapid social change; and the long range, comprehensive planning process in the criminal justice system. Organizational adaptability to such factors as increased inmate law suits and affirmative action requirements is explored.
Prerequisite: Principles and Processes of Criminal Justice Administration.
Offered when there is sufficient enrollment *Three Credits*

MBA 16653
Management and Collective Bargaining
Labor as an institution and political force is examined. Since the labor contract is the cornerstone of the American labor movement, its evolvement through the collective bargaining process is studied. An important element of the course is attention to opportunities available to management to be more responsive to worker needs where collective bargaining is not practiced.
Every other year *Three Credits*

MPA 75514
Issues in Politics and Economics of Government

Theory and practices of American governmental processes as they affect public administration. Overview of federalism, intergovernmental processes, regulatory functions and public sector finance, including taxation, grant application and budget processes.

Annually *Three Credits*

MPA 75515
Introduction to Computer Processes and Statistics

Concepts and usage of computers as they apply to various agency functions. Basic familiarity with computer language and employment of descriptive statistics in available microcomputer packages, especially Statistical Programs for the Social Sciences.

Annually *Three Credits*

MPA 75516
Research Methods and Statistics for Public Administration

An overview of the scientific framework and empirical approaches to data collection and interpretation. The course emphasizes the usefulness of quantitative skills in problem-solving situations. Topics include: hypothesis testing, program evaluation and study designs, notably, survey research, sampling techniques, needs assessment, and benefits-costs analysis. Statistical knowledge expands to include inferential application in correlation and regression analyses.

Prerequisite: Intro. to Computer & Stat. course 75515

Annually *Three Credits*

MPA 75601
Directed Readings

As needed *Three Credits*

MPA 75602
Independent Study

As needed *Three Credits*

MPA 75603
Special Topics

As needed *Three Credits*

MPA 75530; 75531; 75532
Current Issues in Public Administration

Short courses designed to cover topics of contemporary and controversial nature in such areas as budgetmaking, health, housing, transportation, environment, planning, employee assistance programs, quality of working life, civil service reform, management information systems, and ethics. Students may elect to take three of these courses to fulfill their three credit elective.

Annually *One Credit Each*

MSCS 24537
Data Management

A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the data base approach and the need for data modeling are examined in detail. The growing use of Data Base Management Systems in managing data is discussed. The Data Administration function, its relevance in evolving organizations and emerging issues are also addressed.

Prerequisites: Systems & Information Concepts in Organizations, Computer Competency Workshop.

Fall semester *Three Credits*

MBA 16532
Quantitative Analysis for Managerial Decisions

An introduction to mathematical methods of decision theory and operations research. Topics include: mathematical models, linear programming techniques, simulation game theory, queuing theory and Markov processes.

Prerequisite: Statistical Analysis and computer competency.

Spring semester *Three Credits*

MSCS 24647
Information Analysis

An extensive examination of the strategies for developing information system applications including a study of the system development life cycle for managing application development. Group dynamics and individual behavior in the development process are explored. Strategies for determining information requirements for an application, methods for analyzing requirements and the development of a general logical design are examined in detail.

Prerequisite: Data Management and Systems and Information Concepts in Organizations.

Spring semester *Three Credits*

MSCS 24657
Systems Design

A rigorous study of the design of information systems including specifications, design, implementation and testing. Both managerial and technological aspects of system design and implementation are considered. The processes of planning for change, audits and post-implementation reviews are addressed. At the conclusion, the student will have the knowledge and skills necessary to develop a physical design and implement an operational system from the logical design.

Prerequisite: Information Analysis.

Fall semester *Three Credits*

The Graduate Certificate Program in

PUBLIC ADMINISTRATION

CONCENTRATIONS IN ■ *Personnel/Human Resources* ■ *Financial Management* ■ *Information Systems* ■ *Human Service Administration* ■ *Criminal Justice Administration*

Objectives

This Certificate Program has been designed to satisfy the professional needs of persons who wish to acquire graduate level knowledge, but who are not interested in pursuing a full graduate degree program. The program will allow these individuals to develop a general background in public administration as well as to obtain knowledge in a specific policy area.

Admission Requirements

The Program is intended for persons currently in, or aspiring to, management or professional staff positions, and who have little, or no, formal education in the particular field. Applicants must hold a bachelor's degree.

Admission is based on prior academic performance and potential; maturity and commitment to professional development; and demonstrated professional/leadership growth, as determined from the application, required letters of recommendation and official transcripts of academic work. The Graduate Record Examination (GRE) is not ordinarily required, but may be needed in certain cases by the Admission's Committee. Decisions of the Committee on this and all Admission's matters are final.

Applications are accepted for the fall and spring semesters and should be *completed* by August 1st and January 1st, respectively. Required are:

(1) Completion of appropriate application form;
(2) *Official* transcripts of *all* undergraduate, including two year college, and graduate academic records sent to the Director of Graduate Admissions;
(3) Submission of two (2) letters of reference, at least one from the immediate supervisor and one from a professional in the selected field of study or one from a college professor who can *evaluate your academic and professional potential.*

PROGRAM STRUCTURE AND CERTIFICATE REQUIREMENTS (18 Credits)

The Graduate certificate is obtained upon satisfactory completion of six courses from the Graduate Program in Public Administration.

Four Core courses are required of all students.

MPA 75500 Concepts and Problems of Public Administration
MPA 75501 Administration and the Policy Process
MPA 75550 Human Behavior in Organizations
MPA 75514 Issues in Politics and Economics of Government

Each student must also complete an area of specialization. The Program Director may approve of appropriate substitutions of courses from the other graduate programs.

CERTIFICATE IN PERSONNEL/HUMAN RESOURCES

MPA 75513 Program Planning and Evaluation
MPA 16551 Personnel Management
MBA 16654 Organization and Management Development

CERTIFICATE IN CRIMINAL JUSTICE ADMINISTRATION

MPA 75509 Principles and Processes of Criminal Justice Administration
MPA 75510 Practices and Problems of Criminal Justice Administration

CERTIFICATE IN HUMAN SERVICE ADMINISTRATION

MPA 75511 Concepts of Human Service Administration
MPA 75512 Problems and Cases in Human Services Administration

CERTIFICATE IN FINANCIAL MANAGEMENT

MBA 16532 Quantitative Analysis for Managerial Decisions
MBA 16540 Financial Accounting

CERTIFICATE IN INFORMATION SYSTEMS

Students must complete Math 58115 Calculus with Management Applications as a prerequisite. They will not take MPA 75501 and MPA 75500

MSCS 24527 Systems and Information Concepts in Organizations
MSCS 24537 Data Management
MSCS 24647 Information Analysis
MSCS 24657 Systems Design

All Graduate P.A. courses carry three semester hour credits and must be taken on a letter grade basis. A cumulative average grade of "B" or better must be maintained in order to receive the certificate.

Relationship to MPA Program

All courses taken in the Certificate Program are regular MPA courses, and for those in which the grade of B or better is achieved, the credits may later be applied to MPA Program requirements. Because of the broader and more quantitative nature of the MPA Program, however, admission requirements are more rigorous and require an acceptable score on the GRE.

Admission to the MPA Program is independent of the Certificate Program and the College makes no guarantees to admit Certificate holders to it. Students anticipating matriculation as an MPA candidate are *strongly advised* to apply directly to the MPA Program.

Class and Program Length

Typically, classes meet one night each week for a 15 week semester from 6:15-9:00 p.m. In addition to the Fall and Spring semesters, a seven-week Summer Session with classes meeting on two nights is offered. Because the courses offered require considerable time and effort, only one course is permitted in the first semester. A reasonable guide would be to complete two to four courses per *calendar year.* This would mean two years to complete the Certificate Program. The maximum time permitted for completion is four years from date of entry into the Program.

Tuition

Regular graduate tuition, plus semester registration fee.

CAMPUS INFORMATION

Campus Center

Located adjacent to Champagnat Hall, the Campus Center is an organizational center for student extracurricular activity. It houses the College Theatre, dining facilities, meeting rooms, The Barge deli, River Room, Game Room, bookstore and post office.

Rooms can be reserved for meetings by contacting the Office of College Activities, Room 273, Ext. 279.

Bookstore

Located on the lower level of the Campus Center, the bookstore is open from 10:00 a.m. to 4:55 p.m. every day. The bookstore will be open until 8:00 p.m. for the first three weeks of the Fall semester and for the first two weeks of the Spring semester for the convenience of evening and graduate students. It carries texts needed for college courses, as well as other books, stationery and notions.

Dining Facilities

The Marist dining hall is located on the mid-level of the Campus Center. Dinner is served from 4:30 to 6:00 p.m. and guests are welcome. There is a snack bar located in Donnelly Hall, Room 218 and in Marist East, Room 150. In the evening The Barge deli and the River Room are open. They are both located in Campus Center.

Athletic Facilities

Athletic facilities include a sports complex—the James J. McCann Recreation Center—which features a pool with diving well and areas for basketball, track, racquetball, dance and many other activities. In addition, the field-house can host 3,000 spectators for home basketball games or special events. Other facilities include the Martin Boathouse for crew and sailing, Leonidoff Field for soccer and football and six outdoor tennis courts.

Graduate students wishing to purchase a semester's membership in the McCann Center should apply directly to the office of the Director of Athletics (ext. 304) at the McCann Center for information about special student rates.

Veterans

Marist College has the approval of the State Approval Agency for veterans' education. The V.A. certifying official is located in the Office of the Registrar, Room 203, in Donnelly Hall.

Inclement Weather/Cancellation

In the event of a severe snow or ice storm which creates hazardous driving conditions, it may be necessary to cancel classes.

Class cancellation notices (or delays) will be made over radio stations WEOK, WPDH, WKIP and WSPK in Poughkeepsie, WHVW and WCZX in Hyde Park, WGNY in Newburgh, WGHQ, WBPM and WFGB in Kingston, WALL in Middletown, WHUD/WLNA in Peekskill, WFAS in White Plains and WABC and WCBS in New York City.

Safety and Security

Safety and Security is an administrative service provided to benefit the students and the College as a whole. The service oversees the enforcement of safety standards including the maintenance of adequate fire alarm systems and fire extinguishers (for the purpose of fire only) and proper service of elevators. Security is maintained 24 hours a day to insure protection of persons and property. The campus security extension is 282; the emergency night number is 471-1822. Safety and Security is also responsible for automobiles on campus.

Automobiles on Campus

All cars to be parked on campus must be registered annually and bear a parking decal. Registration can be accomplished at the office of Safety and Security during the day or in the MBA Program Office during the evening, both located in Donnelly Hall.

Parking Regulations

Parking regulations are strictly enforced and the cooperation of all concerned is expected.

Students should be sure to pick up a copy of all parking regulations in the Security office in Donnelly Hall or at the Security Desk in Marist East.

Specifically, students should know that the following parking regulations will be in effect from November 1 until March 30.

No *overnight* student parking will be allowed in Donnelly, Leo, McCann, the first three (3) rows of Benoit, the first nine (9) rows on the South/East side of the Champagnat parking lot, and the Lowell Thomas Center parking lot.

Students with valid parking decals may park overnight on the entire West side and the first six (6) rows on the North/East side of the Champagnat parking lot, in the three (3) northern sections of Benoit lot (nearest the Townhouses), and in the Townhouse parking lots and the Garden apartments. All cars parked overnight not displaying a valid Marist College Parking Decal or having a *Guest Pass will be towed away.*

Students who work on campus after midnight, may park in Champagnat, Donnelly, or McCann lots, but they *must* notify Security as to their whereabouts. Students who need to leave their cars over the weekend or a break must have Security's permission.

Any cars left in Donnelly, Leo, McCann, the South/East side of Champagnat, or the South end of Benoit, *after midnight,* will be ticketed and *towed* to the nearest available garage (tow charge $55.00, plus $10.00 per day storage, plus a $25.00 ticket). Towing will be strictly enforced. An exception will be made when college-sponsored events in the Campus Center or the McCann Center end after midnight. In these instances, the people in attendance will be allowed one (1) hour after the end of the event to remove their cars from the lots.

In the event of a snowstorm, students who must park overnight will be expected to move their cars as needed to assist in the plowing process. During day and evening classes, faculty, staff, and disabled students may park in Donnelly. All other students and guests may park during the day and evening classes on the South/East side of the Champagnat parking lot, at the South end of the Benoit lot, in the Leo lot, the McCann lot and the Townhouse lot. Parking at the Gatehouse, Greystone/Fontaine Area, St. Peter's and behind Champagnat may only be used with permission of Security. All fire lanes, roadways and gates must be kept clear of parked vehicles.

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M.A., Brandeis University
The semantics of programming languages as related to questions of design and formal methods of program verification, computability and logic.

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Certificate of Chartered Financial Analyst, University of Virginia

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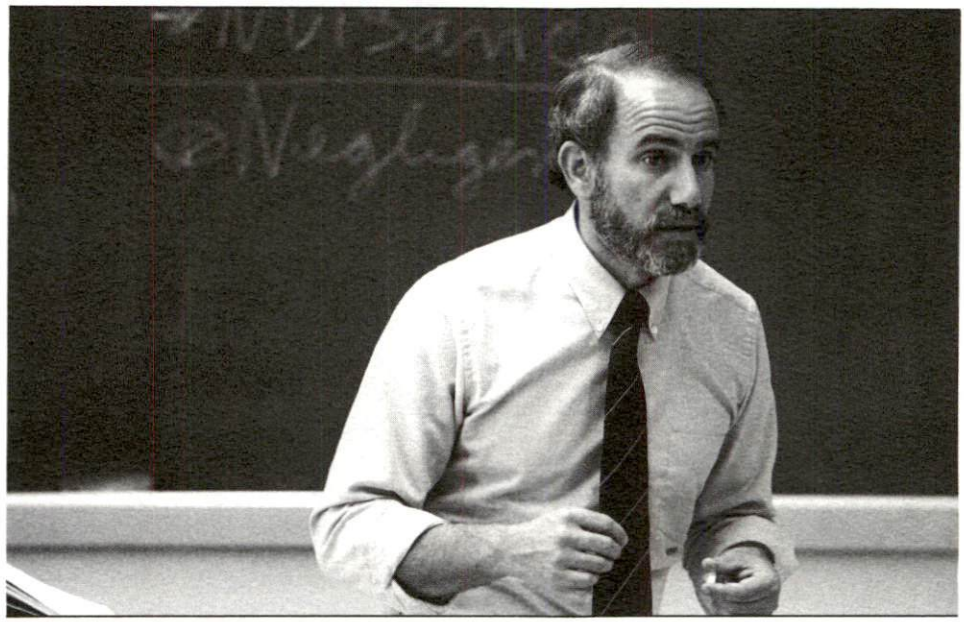

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Career Counseling/Placement	Trailer	547
Financial Aid	Donnelly	230/232
Graduate Admissions	Fontaine	530
Housing	Champagnat	307/788
Program Office, MA Psychology	Donnelly	297
Program Office, MBA	Donnelly	225
Program Office, MPA	Donnelly	343
Program Office, MSCS	Lowell Thomas	610
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