



GRADUATE CATALOG



GRADUATE & PROFESSIONAL PROGRAMS

Graduate Catalog
Eastern Mennonite University
2022-23

Exported on 06/28/2022

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All Graduate Program Information

Accreditations

- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- State Council of Higher Education for Virginia (SCHEV)
- Council for Accreditation of Counseling and Related Educational Programs (CACREP)
- Commission on Collegiate Nursing Education (CCNE)
- Council for the Accreditation of Educator Preparation (CAEP)
- Council on Social Work Education (CSWE)
- Association of Clinical Pastoral Education (ACPE)
- Association of Theological Schools in the United States and Canada (ATS)

Student achievement goals, measures, and performance data is available at <https://emu.edu/about/accreditation/student-achievement>. More information on the individual accreditations and certifications is available below.

Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

Eastern Mennonite University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, baccalaureate, master's, and doctorate degrees. Questions about the accreditation of Eastern Mennonite University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

State Council of Higher Education for Virginia (SCHEV)

The university is authorized by name to operate by the State Council of Higher Education for Virginia (SCHEV). Students and prospective students may find the information resources of the SCHEV of use in planning for college and careers, including SCHEV's institutional profile for each Virginia public college and university, and for each independent college or university participating in the Virginia Tuition Assistance Grant Program. Here is EMU's [SCHEV profile](#).

CACREP Counseling Accreditation

EMU's MA in Counseling program is accredited in community mental health counseling by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

CAEP Teacher Education Accreditation

Our teacher education program has carried the highest national accreditation standards in the nation for more than 50 years. EMU is accredited through the Council for the Accreditation of Educator Preparation (CAEP).

CCNE Nursing Accreditation

EMU's undergraduate and master's programs in nursing are approved by the Virginia Board of Nursing and accredited by the Commission on Collegiate Nursing Education. The school nurse certification program is approved by the Pennsylvania Department of Education.

CSWE Social Work Accreditation

EMU is accredited by the [Council on Social Work Education \(CSWE\)](#), which serves as the national accrediting and standard-setting agency for both graduate and undergraduate social work programs. The EMU social work program also draws on the National Association of Social Workers' Code of Ethics to inform its goals, objectives, and ethical principles.

Seminary Accreditations

Association of Theological Schools (ATS)

Eastern Mennonite Seminary is accredited by SACSCOC as part of Eastern Mennonite University, and is also accredited by the [Commission on Accrediting of the Association of Theological Schools in the United States and Canada](#).

UMC Pastor Ordination

The seminary is approved by the [United Methodist Church](#) for the training of candidates for ordination.

Association for Clinical Pastoral Education (ACPE)

The seminary's clinical pastoral education program is accredited by the [Association for Clinical Pastoral Education, Inc.](#), an accrediting agency in the field of clinical pastoral education recognized nationally by the U.S. Secretary of Education through the U.S. Department of Education.

EMU Mission, Vision, Values

| *What does the Lord require of you, but to do justice, love mercy, and to walk humbly with your God? — Micah 6:8*

Mission

EMU prepares students to serve and lead in a global context.

Our community of learning integrates Christian faith, academic rigor, artistic creation, and reflective practice informed by the liberal arts, interdisciplinary engagement, and cross-cultural encounter.

Vision

We will open new pathways of access and achievement for all students who aspire to grow as unifying leaders equipped with intercultural competence, oriented toward peace and justice, and rooted in an active faith modeled on the life and teachings of Jesus.

Values

EMU's mission and vision are grounded in the enduring biblical values of Christian discipleship, community, service, and peace.

These values are embodied throughout the university in our distinctive commitment to peacebuilding, social justice, cross-cultural engagement, and sustainability. Rooted in the Anabaptist tradition, we follow Jesus' call to bear witness to truth, serve with compassion, and walk boldly in the way of nonviolence and peace.

*Mission and values approved by EMU Board of Trustees, June 23, 2017.
Vision approved by EMU Board of Trustees, November 9, 2019.*

Graduate Program Philosophy, Values and Goals

Your values. Your career goals. Combine them through graduate studies at Eastern Mennonite University and prepare to transform your world for the common good.

What is ‘Leadership for the Common Good?’

Leadership for the common good is a belief that developing authenticity in people is the way to help them transform their world, that the common good is established each time a person, organization, or community reaches beyond individual self-interest for the sake of the greater whole. To that end, our graduate programs are led by scholar practitioners who are experts in their fields and who focus our curriculum on personal formation, competency, and relationships in developing leaders who work to transform their world and enhance the common good in their workplaces and communities.

Personal Formation

Developing authentic leaders on a journey of integration, spiritual growth, and maturity. Our graduate students become leaders who understand that personal, organizational, and community existence are tied to the sustainability of local and global systems.

Competency

Developing transformative leaders who design organizations and nurture communities to be resilient and sustainable with skills in entrepreneurship, shared vision development, mutual accountability, financial integrity, continuous innovation, empowerment of people and teams, and systems thinking.

Relationships

Understanding that in community we build and maintain trustworthy relationships with each other and the Sacred and that problem-solving must be contextual based on constituent and community life conditions. In this context, we transform personal, organizational and community conflicts into healthy outcomes.

Our Values

Values that are part of the Anabaptist Mennonite tradition – on which EMU is built – are woven across the curriculum of all programs. People from many denominations and faith traditions appreciate these values and are a part of the EMU community.

Growing Spiritually

As leaders we are on a journey of spiritual formation and growth, drawing on our spiritual resources to improve our communities and organizations

Honoring Community

We live, learn, grow, and thrive in relationship with others. We believe that learning occurs best in the context of diverse community.

Leading as Service

Transformative leadership starts with self-awareness and leads to empowering and serving others.

Upholding Justice and Building Peace

We recognize that all human beings need acknowledgement of their dignity and a dignified way of earning their living; this implies a fair and compassionate distribution of the fruits of economic growth, sensitivity to the impact of growth, and a commitment to living in right relationship with others and with the planet. Peacebuilding requires upholding these values by applying one's personal and professional skills and resources to the problems, reducing violence, and promoting just relationships and structures.

Planning for Sustainability

Business, organizational, community, and global economic success are vital for healthy societies as is a recognition of our interdependence with the environment.

Global Citizenship

We are interdependent and mutually accountable to local, national, and global communities. As a result, we believe in interdisciplinary, cross-cultural, and interfaith engagement around world problems.

Health and Healing

We support practices that enhance personal health and wholeness. Resilience in the face of personal and collective trauma is critical to health, healing, and reconciliation.

Family Education Rights and Privacy Act of 1974

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. These rights include:

1. **The right to inspect and review the student's education records within 45 days of the day the university receives a request for access.**

Students should submit to the university registrar a written request that identifies the records(s) they wish to inspect. The registrar will make arrangements for access and notify the student of

the time and place where the records may be inspected. If the records are not maintained by the university registrar's office, the registrar shall advise the student of the correct official to whom the request should be addressed.

2. The right to request the amendment of the student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA.

A student who wishes to ask the university to amend a record should write the university official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed. If the university decides not to amend the record as requested, the university will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before the university discloses personally identifiable information from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The university discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is defined as a person employed by the university in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the university has contracted as its agent to provide a service instead of using university employees or officials (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the university.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the university to comply with the requirements of FERPA.

The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington DC 20202-5920

Directory Information

Eastern Mennonite University's current definition of directory information is listed below in accordance with the Family Educational Rights and Privacy Act of 1974 as amended.

Directory information may be unconditionally released to the public without the consent of the student, unless he/she has specifically asked that prior consent be obtained before releasing such information. Directory information includes:

- a student's name
- enrollment status (full-time or part-time)
- date of birth
- programs of study
- participation in officially recognized activities and sports
- weight and height of members of athletic teams
- dates of attendance
- degrees, awards, and honors (including Dean's List and graduation honors) received
- the most recent previous educational institution attended by the student
- student level (first-year, sophomore, etc.)
- degree sought and anticipated graduation date
- photograph

Students will be notified each year by the university registrar's office as to what is considered directory information.

Office of Academic Access

EMU is committed to providing reasonable accommodations for students with documented disabilities to ensure equal access to the university and its related programs. The university seeks to comply with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 2008, and the ADA Amendments Act of 2008. The Office of Academic Access coordinates faculty and staff support for students needing reasonable accommodations. Independence, self advocacy, and personal success are promoted.

Accessing Services

Upon acceptance to EMU, students with documented disabilities should meet with the [Office of Academic Access](#) in the Academic Success Center so documentation can be processed prior to the student's arrival on campus and registration for classes. The Office of Academic Access is located in Sadie Hartzler Library, third floor.

Disclosure of a disability is voluntary, and all documentation is kept confidential in the Office of Academic Access. However, students need to identify their disabilities and provide adequate documentation if they wish to obtain accommodations. Accommodations are not retroactive. Upon request, information will be provided to help students obtain documentation and understand their rights and responsibilities in the university setting.

Students who wish to appeal a decision on their accommodations may use the university grievance procedures located in the president's office or the student life office.

Graduate Writing Standards

Writing Standards –Graduate Level (*revised 2/22/2017*)

Criteria	A excellent	B adequate expectations	C below expectations	Comments
Content <i>(quality of the information, ideas and supporting details)</i>	• shows clarity of purpose • offers depth of content • applies insight and represents original thinking • follows guidelines for content	• shows some clarity of purpose • offers some depth of content • applies some insight and some original thinking • mostly follows guidelines for content	• shows minimal clarity of purpose • offers minimal depth of content or incorrect content • applies minimal insight and original thinking • does not follow guidelines for content	
Structure <i>(logical order or sequence of the writing)</i>	• shows coherence, and logically developed paragraphs • uses very effective transitions between ideas and sections • constructs appropriate introduction and conclusion	• shows some coherence and some logically developed paragraphs • uses some effective transitions between ideas & sections • shows some construction of appropriate introduction and conclusion	• shows minimal coherence and logically developed paragraphs • uses minimal transitions between ideas and sections • shows minimal construction of appropriate introduction and conclusion	

Criteria	A excellent	B adequate expectations	C below expectations	Comments
Rhetoric and Style <i>(appropriate attention to audience)</i>	• is concise, eloquent and rhetorically effective • effectively uses correct, varied and concise sentence structure • is engaging to read • writes appropriately for audience and purpose	• is somewhat concise, eloquent, and rhetorically effective • generally uses correct, varied, and concise sentence structure • is somewhat engaging to read • generally writes appropriately for audience and purpose	• shows minimal conciseness, eloquence, and rhetorical effectiveness • uses incorrect, monotonous or simplistic sentence structure • is not engaging to read • lacks appropriate writing for audience and purpose • uses inappropriate jargon and clichés	
Information Literacy <i>(locating, evaluating, and using effectively the needed information as appropriate to assignment)</i>	• uses academic and reliable sources • chooses sources from many types of resources • chooses timely resources for the topic • integrates references and quotations to support ideas fully	• uses mostly academic and reliable sources • chooses sources from a moderate variety of types of resources • chooses resources with mostly appropriate dates • integrates references and quotations to provide some support for ideas	• lacks academic and reliable sources • chooses sources from a few types of resources • chooses a few resources with inappropriate dates • integrates references or quotations that are loosely linked to the ideas of the paper	

Criteria	A excellent	B adequate expectations	C below expectations	Comments
Source Integrity <i>(appropriate acknowledgment of sources used in research)</i>	- correctly cites sources for all quotations - cites paraphrases correctly and credibly - includes reference page - makes virtually no errors in documentation style - makes virtually no errors in formatting - incorporates feedback given in previous written assignments	- correctly cites sources for most quotations - usually cites paraphrases correctly and credibly - includes reference page with some errors - makes some errors in documentation style - makes some errors in formatting - incorporates some feedback given in previous written assignments	- provides minimal sources for quotations - sometimes cites paraphrases correctly and credibly, - includes reference page with many errors - makes many errors in documentation style - makes many errors in formatting - lacks incorporation of feedback given in previous written assignments	
Conventions <i>(adherence to grammar rules: usage, spelling and mechanics of Standard Edited English or SEE)</i>	- makes virtually no errors in SEE conventions - makes accurate word choices	- makes some errors in SEE conventions - almost always makes accurate word choices	- makes many errors in SEE conventions - makes many inaccurate word choices	
The weighting of each of the six areas is dependent on the specific written assignment and the teacher's preference. Plagiarism occurs when one presents as one's own "someone else's language, ideas, or other original (not common- knowledge) material without acknowledging its source" (adapted from Council of Writing Program Administrators).				

Finances

Graduate and Professional Studies Tuition and Fees

Biomedicine Graduate Program

Full-time (9-15 hours, per semester)	\$9,250
Part-time (1-8 hours, per credit hour)	\$925
Overload (> 15 hours, per credit hour)	\$875
Participation Audit (per credit hour)	\$565
Audit (per credit hour)	\$300
Summer session (per credit hour)	\$875
Student health insurance (full-time students only)	\$4177
Activity Fees	
1-8 credit hours (charge per credit hour, non-refundable)	\$25
9+ credit hours (flat fee, non-refundable)	\$50
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

Center for Justice & Peacebuilding

Tuition (per credit hour)	\$771
Participation Audit (per credit hour)	\$514
Activity Fees	
1-8 credit hours (charge per credit hour, non-refundable)	\$15
9+ credit hours (flat fee, non-refundable)	\$140
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125
Summer Peacebuilding Institute (SPI) costs	
Strategies for Trauma Awareness & Resilience (STAR) costs	

Counseling Graduate Program

Tuition (per credit hour)	\$665
Audit (per credit hour)	\$220
Student health insurance (full-time students only)	\$4177
Activity Fees	
1-8 credit hours (charge per credit hour, non-refundable)	\$3
9+ credit hours (flat fee, non-refundable)	\$30
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

Doctor of Nursing Practice

Tuition (per credit hour)	\$828
Participation Audit (per credit hour)	\$628
Audit (per credit hour)	\$428

Education Graduate Program, Harrisonburg

Tuition (per credit hour)	\$489
Participation Audit (per credit hour)	\$326
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

Education Graduate Program, Lancaster

Technology fee (per semester)	\$75
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MA in Health Care Management

Tuition (per credit hour)	\$660
Participation Audit (per credit hour)	\$440
Audit (per credit hour)	\$220
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

MA in Interdisciplinary Studies

Tuition - the charge per credit hour of the program in which the course is taken	
Individualized Master's Fee	\$115

Master of Business Administration, Online Collaborative

Tuition (per credit hour)	\$759
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

MS in Nursing

Tuition (per credit hour)	\$610
Participation Audit (per credit hour)	\$410
Audit (per credit hour)	\$200
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

MA in Organizational Leadership

Tuition (per credit hour)	\$600
Audit (per credit hour)	\$200
General Services Fee	
1-8 credit hours (charge per credit hour, non-refundable)	\$14
9+ credit hours (flat fee, non-refundable)	\$125

Other charges

Student health insurance (International students and full-time Counseling and Student Counseling students only)	\$4177
Application fee (non-refundable)	\$50

Final exam out of schedule	\$35
Graduation fee (Graduate certificate)	\$25
Graduation fee	\$75

Any course you take from another program will be invoiced at the rate of your enrolled program.

Published charge rates may be adjusted for changes in economic conditions and cost factors. This list continues on the [General Payment Information web page](#).

General Payment Information

Payment for semester tuition and room and board (less processed financial aid) is due one week before classes begin. Refer to the [general payment information page](#) for more information.

Payment Policy

Unpaid accounts may be subject to the following:

- EMU network access for student-owned computers will be denied.
- Charging at Common Grounds and non-textbook charging at the Bookstore will be denied.
- Grades, transcripts, enrollment, class attendance, and diploma will be denied.
- [Monthly finance charge](#) of 1.5% (18% annually)
- Credit bureau reporting
- Collection and/or attorney fees necessary for collection of unpaid debts

To pay online log on to my.emu.edu and follow the link to view your EMU account online under the accounts tab. **Parents/Authorized Payers** with pin numbers visit [EMU account online](#) to make a payment.

Payment Options

Payment Plan

- EMU offers a student payment plan through CASHNet. There is a \$35 per semester fee for the payment plan. To enroll please login to my.emu.edu and click on “View my EMU Account Online” under the Accounts tab. Then follow the steps to enroll in the payment plan.
- With CASHNet you may use **major credit cards**. There is a convenience fee for this service. You may also make direct payments from your checking account for no charge.

Payment Methods Accepted

- **EMU’s preferred method of payment is online**, students login to your my.emu.edu to view your “EMU Account Online” (link located under the accounts tab.) Parents with pin numbers (set up by their student) and authorized users pay [online here](#).

- EMU also accepts **cash, personal checks, cashiers checks, credit cards**, and **money orders** for payments on student accounts. There is a 3% convenience fee (minimum \$1.00 fee) for paying with a credit card.
- EMU has partnered with [flywire](#) to streamline the tuition payment process for our international students. With Flywire, you can pay from any country and any bank. You are offered excellent foreign exchange rates, allowing you to pay in your home currency (in most cases) and save a significant amount of money, as compared to traditional banks. You will also be able to track where your payment is in the transfer process via a student dashboard and an email confirmation will be sent to you when your payment is received by the school.

Refund Policy

Students who withdraw, drop out, are dismissed, or otherwise cease enrollment prior to completing 60% of the semester or mini-term equivalent shall receive a refund equal to the percentage of the term remaining. Students who withdraw prior to the first day of classes shall receive a full refund of all payments except tuition deposits.

Aid recipients who change their course registration after the beginning of each semester must notify the financial assistance office. Enrollment status is very important to aid eligibility. Students who withdraw must also notify the financial assistance office. Financial aid refunds due to withdrawal are calculated using the percentage of term not completed as mandated by federal aid regulations. More information about aid adjustments and refunds related to changes in enrollment status may be obtained from the [financial assistance office](#) and is also included in the [graduate student handbook](#).

Veterans Benefits

Students who wish to have EMU certify their eligibility to receive benefits from the Veterans Administration must submit a certificate of eligibility and provide additional information as needed for the proper certification of their benefits. EMU will not impose any penalty (late fees, denial of access to classes or campus facilities, etc.) on a student covered by Chapter 31, 33, or 35 benefits because of the individual's inability to meet financial obligations to the institution due to delayed disbursement of funding from the VA.

The Virginia State Approving Agency (SAA), is the approving authority of education and training programs for Virginia. Their office investigates complaints of GI Bill beneficiaries. While most complaints should initially follow school grievance policy, if the situation cannot be resolved at the school, the beneficiary should contact our office via email saa@dvs.virginia.gov.

Financial Assistance for Graduate Programs

Church Match Grants

Students who receive tuition assistance grants that originate from a congregation, a church conference, or a group of churches who have pooled resources for the purpose of providing tuition assistance grants are eligible to receive a matching grant. Enrollment of at least 6 hrs/semester in either the MAC or CJP program is required. The maximum grant eligibility is \$1000 per academic year and

\$2000 during the lifetime of the student's studies. **March 1** is the "preferred response date" for churches to inform EMU of their intent to send funds for students.

Federal Direct Student Loans

As of July 1, 2012 all federal direct student loans for graduate student are unsubsidized. Loan funds come from the federal government to the school. The student is charged interest from the time the loan is disbursed until it is paid in full. If the student allows interest to accumulate, it will be capitalized which means added to the principal amount of the loan and increases the amount of loan the student will need to repay.

Students may borrow up to \$20,500 per academic year.

The interest rate for Direct Student Loans borrowed after July 1, 2019 is fixed at 6.08%. Processing fees of 1.059% are automatically deducted from each disbursement of the loan. Repayment of the full amount begins six months after a student ceases to be enrolled at least half-time. See also the [Federal Direct Loan Information page](#).

Federal Graduate PLUS Loans

The Graduate PLUS Loan is another federal loan program for graduate students. Borrowers must be credit worthy. Eligibility is determined after the unsubsidized Federal Direct Loans have been awarded. However, a student may decline the Direct Loan awards and borrow only the Graduate PLUS Loan. The interest rate is 7.08% (fixed) and repayment begins 60 days after the final disbursement. In-school deferment is an option for half-time or more enrollment, but interest payments are required. A loan origination fee of 4.236% is automatically deducted from each disbursement.

University Student Services

Please see the [graduate and seminary student handbook](#) for details concerning student services.

University Administration and Personnel

Faculty, staff and administration for all programs can be found at www.emu.edu/faculty-staff or at the individual program webpages.

Board of Trustees

Learn more about the [members of our board](#)

Diann Bailey, Granby, CT
 Evon Bergey '79, Lancaster, PA
 Herman Bontrager '72, Ephrata, PA
 Randall Bowman '78, Richmond, VA
 Gloria Diener '76, Harrisonburg, VA
 Hans Harman '02, McGaheysville, VA
 Liza Heavener '07, Montclair, NJ
 Louise Otto Hostetter '79, Harrisonburg, VA

Beny Krisbianto, MDiv '15, Philadelphia, PA
Stephen Kriss '94, Philadelphia, PA
Chad Lacher '98, Souderton, PA
Kevin Longenecker '91, Harrisonburg, VA
J.B. Miller '70, Sarasota, FL
Cedric Moore '97, Midlothian, VA
Manuel Nuñez '94, Chair, Devon, PA
Glenna Ramer '77, Graysville, TN
Shawn Ramer '83, Conestoga, PA
Deanna Reed, Harrisonburg, VA
Eloy Rodriguez '03, New Providence, PA
James Rosenberger '68, State College, PA
Rajarshi Roy, Takoma Park, MD
Vaughn Troyer '93, Millersburg, OH
Anne Kaufman Weaver '88, MDiv '16, Brownstown, PA

Mennonite Education Agency representative:

Michael Danner

www.mennoniteeducation.org

Academic Policies

The information in this graduate catalog applies to the academic year 2022-23. The university reserves the right to change programs of study, academic requirements, the announced university calendar, and other matters described herein without prior notice, in accordance with established procedures. Each graduate student should understand that published descriptions of degree requirements establish only minimum requirements. It is the prerogative of the graduate program to make changes in degree requirements at any time. The policies in the document are for all graduate programs. Please see individual program policies for additional information. In lieu of no specific EMU graduate program policy, the individual graduate department policies apply. Please review individual program policies for additional information. This graduate catalog is descriptive and is not to be construed as a legal contract.

Please see the [Graduate and Seminary Student Handbook](#) for student life-related policies.

Academic Accountability

Policy

In accordance with EMU mission, vision, and life together statements, we expect academic integrity of all members of the community. Responses to violations of academic integrity are detailed below.

Context

Eastern Mennonite University fosters a culture where faculty, staff, and students respect themselves and others. In this culture, faculty, staff, and students gain confidence in their desire and ability to communicate concepts, construct new knowledge, and think critically about their own and others' ideas. In doing so, EMU community members grow as competent thinkers and writers.

EMU faculty and staff care about the integrity of their own work and the work of their students. They work intentionally with students during the learning process, creating assignments that promote interpretative thinking. Honesty, integrity, trust, fairness, respect, and responsibility are characteristics of a community that is active in loving mercy, doing justice, and walking humbly before God.

At EMU, academic accountability means that community members are accountable to themselves, their colleagues (fellow students or fellow instructors), the university, and the fields of study in which they engage. To be academically accountable means to be able to give a transparent account of the academic work that we do. It means that we "leave tracks" and create trails so that others may learn where we started and how we ended up where we are.

A transparent account for academic work involves producing and submitting one's own work in papers, essays, projects, quizzes and tests; correctly and consistently acknowledging sources used; factually representing research results, one's credentials, and facts or opinions; and appropriately documenting use of technology.

Examples of violations of EMU's Academic Accountability Policy are below. Additional examples of violations are available in this document.

1. Not providing appropriate documentation to all information, ideas, and quotations taken from any source, including anything online;
2. Using resources such as notes, textbooks, online resources when not authorized by the instructor;
3. Giving or receiving unauthorized assistance to or from another person, face to face or electronically on or during or after a quiz or test;
4. Falsifying research results, withholding data, misrepresenting facts;
5. Presenting material as one's own from a site that sells essays;
6. Frequently committing violations within a single document or repeatedly over time;
7. Using Google Translator or other software to translate work from one's native language to the language of instruction and submitting the work as one's own work; or
8. Recycling one's own previous work without proper citation and securing the instructor's approval.

Academic Accountability Procedures

The following procedure is appropriate for use in undergraduate and graduate settings.

When an instructor observes or suspects that an episode of academic misconduct has occurred, the process below should be followed. NOTE: The Academic Accountability Representative (AAR) is the director of the Academic Success Center and acts as a process facilitator. Instructors are mandated to contact the AAR about possible academic misconduct to the AAR.

1. The instructor contacts the AAR to discuss their observations (while **not** naming the student(s) involved) and together they decide whether or not to initiate a formal process.
2. If the instructor and AAR decide that a formal process is needed, the instructor informs the student about the concern (the paper submitted, the test taken) and that they will be consulting with the university AAR to initiate a formal process and will inform the student of the consultation results.
3. The instructor completes a form reporting their concerns, which goes automatically to the AAR.
4. The AAR arranges a meeting with the instructor to occur within 2 business days. During these meetings, the following happens:
 - a. AAR checks on any prior episodes with this student (AAR has access to all previous reports);
 - b. Instructor shares further details of the episode and any documentation of alleged violation;
 - c. Together, they (AAR & Instructor) explore possible reasons for the incident, plan for the instructor to converse with the student to understand each others' perspectives, and explore possible avenues for accountability;
 - d. If the AAR and instructor conclude that no violation has occurred, the instructor will inform the student and copy the AAR;
 - e. If the AAR and instructor conclude that a violation may have indeed occurred, the AAR will schedule a meeting with the student(s) within 2 business days to cover items b-c above;
 - f. The AAR will record notes of the meetings with instructor and student(s) on the Maxient file;
 - g. The AAR will set up a planning meeting with the AAR, instructor, and student within 7 business days and inform the parties. The student will be told that they may invite a trusted support person to this meeting if they choose;
 - h. In the case that an accountability process extends beyond the last day of the course, the instructor will record an "Incomplete" grade for the course.
5. The AAR/Instructor/Student meeting will include the following:
 - a. The AAR will briefly explain the purpose of the meeting and facilitate decisions about ground rules;
 - b. The student will explain their actions and what led up to those actions (what happened? What were you thinking at the time?);
 - c. The instructor will explain their observations and concerns (what happened? What were you thinking at the time?);
 - d. The instructor and student will discuss possible actions to remedy the situation and prevent its recurrence (what have you thought about since? What could make it right? What could keep it from happening again in the same way?);
 - e. The instructor and student will write and sign a detailed action plan to include dates and responsibilities of all parties. The plan should include due dates and the responsibilities of both parties.
6. The AAR will record the Action Plan in the Maxient case file and arrange further instruction if necessary.
7. Shortly before the Action Plan is due, AAR will check in with the student and instructor to monitor progress.

8. Once the Action Plan has been carried out, the AAR will update the case notes to reflect this completion, and close the case in Maxient.
9. The instructor will replace any Incomplete grades with final grades.

Complications

1. ***If the instructor and student cannot agree on an Action Plan***
 - a. The AAR will meet with the student and the instructor separately to evaluate points of disagreement and to develop potential solutions. The AAR will facilitate a meeting where both parties discuss the issues and proposed solutions.
 - b. If the student and instructor cannot agree on an Action Plan after these individual meetings, the dean of the instructor's school in collaboration with the Dean of Students will identify an Action Plan or grade consequence.
2. ***If the Action Plan is not satisfactorily completed by the student***
 - a. The instructor may assign a failing grade to the assignment or test in question.
 - b. Failure to complete Action Plan will be recorded in the case notes in Maxient.
3. ***Repeated violations with accompanying failure to complete Action Plans***
 - a. If the student fails to complete multiple action plans, a Letter of Probation, or Letter of Indefinite Suspension/Disciplinary Withdrawal may be issued. The AAR and school dean will determine these responses and the dean will carry out the response.
 - b. If the instructor assigns a student an F for the course, the student will not be allowed to withdraw from the course. The student is prohibited from attending class after the professor assigns the F grade. The course continues to apply towards the number of credits the student is pursuing that semester.

Student Appeal

The student will submit an appeal form to the Provost in writing within five (5) working days following notification of the Academic Accountability report. The student may wish to work with their academic advisor or a Student Life staff member to complete the Appeal form. The student will send the completed form to the Provost.

Reasons for the appeal must be clearly stated and based on at least one of the following:

1. Significant and relevant new evidence;
2. Alleged procedural error that may have affected the decision; or
3. Unduly harsh and arbitrary consequences of the academic accountability violation
4. The Instructor, AAR, or other institutional representative did not follow through on the agreed upon plan.

On the basis of these factors, the provost will review the appeal and, in consultation with the AAR, make a decision to uphold or modify the academic accountability violation record. The Provost will communicate the decision to the student in writing within five (5) days after the receipt of the appeal. The decision is final.

Documentation

- Students who receive any type of academic accountability violation will have it documented in an internal record keeping system at EMU. This system is confidential with limited access.
- Academic accountability violations/probation/suspensions are never part of a student's official EMU transcript.
- Academic accountability violations will not prevent admission into any academic major at EMU.
- Academic accountability violations are not part of any student life recommendation for students transferring to another university.
- A review of academic accountability violations - in particular, reports marked "incomplete" - may be included when students are considered for student leadership positions, academic honors, participation in cross-cultural opportunities and recommendation for students transferring to another university.
- Academic accountability violations that are egregious and broad in scope may have more serious consequences, including a letter of academic conduct probation and/or a letter of indefinite academic conduct suspension/withdrawal.
- Students who have repeat academic accountability violations may receive a letter of academic conduct probation. This letter serves as official notification that additional academic conduct violations may warrant a letter of indefinite academic conduct suspension.

Responsible Party

The provost is responsible for this policy.

Policy Review

This policy is reviewed annually.

Policy Distribution

Undergraduate, Graduate and Seminary Catalogs, Undergraduate, Graduate, Seminary and Lancaster Student Handbooks.

*Reviewed by Undergraduate Council, Graduate Council, and Faculty Senate
Approved by Academic Cabinet, March 25, 2009 and revised October 6, 2010*

Revised by Academic Cabinet, February 26, 2013

Revised by Academic Cabinet, November 19, 2014

Revised by Provost's Council, December 16, 2015

Revised by Graduate Council, April 1, 2019 and approved by Provost's Council, April 10, 2019

Revised by task force and approved by Provost's Council, May 4, 2021

Academic Warning and Dismissal

Students who have completed 9 semester hours in a graduate program will be placed on academic warning if their GPA falls below 3.0 for a master's degree and 2.75 for a graduate certificate. The director of the program will notify such students in writing of the academic warning status, which

remains in effect until they raise their GPA above the requirement or are dismissed from the program. Those with academic warning should work with their faculty advisor to develop a plan for maximizing future academic success.

Graduate students may be dismissed from a graduate program upon:

- Receiving a grade of “C” or below on 9 semester hours of graded work or
- Receiving a second grade of “F” or
- Exhibiting attitudes, behaviors, or a lifestyle inconsistent with the mission of Eastern Mennonite University or the graduate program.

Dismissal decisions are made by the individual graduate programs.

Admission: Decisions and Appeals

Each graduate program establishes and maintains its admission requirements. Admission committees, composed of faculty and staff members, make admission decisions in each graduate program. A student denied admission may address a written appeal to the admission committee, providing additional information pertinent to an admission decision. Prospective students may appeal a second denial of admission to the appropriate academic dean, whose determination for admission is final.

Admission: Matriculation Deferral

Students who apply and are admitted to the graduate program but are unable to enroll in the term specified may request to have their admission deferred for one academic year. If after one year the student is still unable to enroll, the student must re-apply for admission.

Individual graduate programs will work with applicants on documentation needed for reapplication.

Admission to Candidacy

When students have been admitted to graduate study and enter into their graduate work, they are not yet candidates for a degree. Admission to candidacy (MA in Counseling calls this "admission to internship") is contingent upon successful completion of such program specific requirements as a comprehensive exam, supervised practicum, successful completion of coursework, etc.

The student will normally meet all requirements for admission to candidacy upon completion of half of the credit hours required. The specific number of hours or required courses is defined within each degree program. Admission to candidacy is required for work in the program beyond this point.

To be admitted to candidacy, the student must have completed the requisite number of semester hours, including any courses prerequisite to admission to candidacy with a 3.00 minimum GPA; met any program specific competency assessment criteria; actively participated in the advising process and met all advising objectives; and obtained the formal approval of the faculty in the degree program.

Students are reviewed for admission to candidacy during the semester in which they are expected to meet the requirements. Specific procedures for admission to candidacy are established within each degree program.

Advising

Each graduate student is appointed a faculty member to serve as an advisor. Until the faculty advisor's appointment, the program director/coordinator serves as the advisor. The faculty advisor helps the graduate student with career planning and course selection. The advisor also functions as a mentor, monitoring the student's academic progress and working as an informal advocate for the student to the program faculty. Requests to change academic advisors should be made to the program director/coordinator.

Auditing

Students may enroll to audit classes when there is room in a class and with permission of the instructor or program director/coordinator. Individual programs may offer one or two options for auditing: the standard audit or the participation audit. Some courses may not be open to either type of audit. Please contact the teaching program for more information about participation expectations. No academic credit is granted for either type of audit. Students who enroll as auditors (standard or participation) will register and pay the designated audit fee. (See financial section for audit fees). At the end of the class an audit designation will appear on the student's transcript.

Class Attendance

Students are expected to be prepared, attend, and participate in all class meetings. If unusual or emergency circumstances prevent class attendance, the student should notify the professor in advance if possible. Multiple absences from class will result in lower grades. The student is responsible for the material presented in classes missed.

Commencement Participation

To be eligible to participate in spring commencement ceremonies, students must have a curriculum plan that will allow them to complete all degree requirements by the December following spring commencement.

Graduate Degree Requirements

The semester hour requirements for graduate degrees at EMU vary by program, ranging from 33-60 semester hours. Students must complete the required number of semester hours for the program of study in which they are enrolled. A cumulative grade point average of 3.00 is required for a graduate degree.

Graduate Full-time Enrollment

A graduate student taking 9 semester hours in a given semester is considered full-time for the purposes of institutional enrollment, reporting, student visa, and financial assistance. See specific program information for additional consideration related to enrollment status.

Conflict and Grievance Procedure

Conflict is a part of life in any healthy community. Conflict may arise whenever individuals work closely with each other. They may result from philosophical disagreements, personality differences, habitual behaviors, miscommunication, misunderstanding, or willful intent to promote one's own agendas with insufficient regard to the well-being of others. When handled poorly, conflicts can create exclusion, harm, and violence; when handled well, they can produce growth, safety, and healthy community life.

Grievances, for purposes of this document, are a specific and potentially more serious kind of dispute. They may arise from inadequate or missing institutional policies, the misapplication of policies, or the failure to apply policies, which may result in discriminatory or harmful outcomes.

Eastern Mennonite University is committed to maximizing the positive energy of conflict while minimizing its negative consequences. To this end, we strive to create a community of conflict-competent persons living and working in systems that promote repair of harms and restoration of relationships as a preferred response to conflict.

At EMU the first approach to any conflict or grievance should be non-adversarial, undertaken with careful attention to fostering understanding and promoting problem solving. Our hope is that the majority of conflicts or grievances can be resolved through an informal process of conflict resolution. Nonetheless, individuals have the right to request a formal process at any time. In some instances, especially for particular kinds of grievances (for example, sexual harassment or misconduct), more formal processes may be necessary and appropriate as the first response.

These [procedures](#) are applicable to all students, faculty, and staff of EMU as well as applicants for faculty, staff, or student status. These procedures are intended to comply with the requirements of Title IX of the Education Amendments of 1972 and the general employee grievance policy of EMU. These procedures are subject to amendment and/or pre-emption by applicable law to the extent required to achieve compliance with existing or future regulations, statutes, or court decisions, and nothing herein is intended to deny or limit any person's right to any remedy under any state or federal law now or hereafter in effect. Furthermore, nothing contained in this document should be construed as legal advice. Persons are advised to seek legal counsel should they have specific legal questions or concerns.

A complete copy of these procedures is available in the [Graduate and Seminary Student Handbook](#).

Course, Credit and Enrollment Information

Completion of Coursework

Each student is expected to complete all coursework on time and to the satisfaction of the graduate instructor. Incomplete grades will be allowed only in cases of emergency, when circumstances beyond the control of the student prevent completion of course requirements on time. An incomplete shall be requested at least one week before the end of the term and must be approved by the instructor and the director of the program or advisor. Incomplete work must be completed within the specified times frame which should not exceed 4 months, or a grade will be assigned based on the work completed. A student is encouraged to use this only when absolutely necessary.

Course Cancellation

The university reserves the right to cancel courses or to combine class sections when insufficient enrollment occurs.

Courses Taken by EMU Students at Other Schools

A student should secure advance approval from the graduate program director/coordinator or advisor before enrolling for work in other universities, where credit is to be transferred back to EMU for graduation. The graduate program reserves the right to limit the amount of transfer credit which may be applied to degree requirements. In all cases the majority of credits must be earned through instruction offered by EMU.

Courses Taken Through Eastern Mennonite Seminary

Credit earned through Eastern Mennonite Seminary may be applied to EMU graduate programs in this catalog as deemed appropriate by the respective graduate program director/coordinator or advisor.

Courses Taken as a Non-Degree Student

Persons are invited to take courses in a graduate program as a non-degree student prior to applying to the graduate program, subject to the approval of the program director/coordinator and the course faculty member. A maximum of 9 semester hours taken as a non-degree student can later be applied to the graduate degree program upon matriculation. (Graduate Teacher Education [GTE] non-degree students are exempt from program director approvals. Additional hours as a non-degree student may be appealed to the GTE program director.)

Course Syllabi

Instructors will prepare a syllabus for each course describing its purpose, requirements, and other appropriate information such as bibliography and schedule. Students may request to see course syllabi when making course selections. Such requests should be made to the program office. Graduate programs will specify course requirements in research, learning projects, and reading.

Credit for Practicum/Internship Experience

The expected number of work hours required per semester hour (credit) of practicum or internship experience is congruent with the expectations for a traditional course. However, accreditation standards and/or standard practice in the discipline take precedence in establishing hours within a particular program.

Classroom and Study Time

Course work for a graduate course involves a significant commitment of time. For courses with face to face class time, the typical formula for determining academic activities related to a course is 2.5 to 3 hours outside of class for each hour in class. Thus, if enrolled in a typical 3 semester hour course that meets for three hours each week, a student should expect to spend between 10 and 12 hours total time per week devoted to that course. Assuming a 15 week semester, the student would devote on average 150 to 180 hours to that course.

Classroom and Study Time for Online Students

EMU assumes that online students will spend a similar amount of time with online classes as face to face students. Whether or not there are synchronous or asynchronous activities, the student should expect to spend 10 to 12 hours per week on course activities when enrolled in a typical 3 semester hour online course.

Grade Appeals

A student who believes that a grade received for a course does not accurately reflect their achievement of course requirements and expectations should confer with the instructor who assigned the grade, stating the reason(s) they believe a grade change is warranted.

If the instructor does not agree to change the grade, the student may appeal to the program director/coordinator. This appeal must state in writing the evidence the student believes indicates that a grade change is warranted.

If the program director/coordinator does not agree to ask the instructor to change the grade, the student may appeal in writing to the respective dean, whose decision will be final. All grade changes must be submitted by the person who agreed to the change and use the formal grade change process of the university registrar's office.

An appeal to any grade assigned between September 1 and December 31 must be initiated no later than February 15 of the following year, an appeal to any grade assigned between January 1 and May 15 must be initiated by July 1, and an appeal to any grade assigned between May 16 and August 31 must be initiated by October 15.

Grade Reporting

Grades are available to students through myEMU at my.emu.edu/ICS/Acad/myStudent_Activities.jnz. Payment of account is required for the release of grades.

Grading System and Quality Points

EMU uses the four-point system. The grade point average (GPA) is computed by dividing the number of quality points earned by the number of graded semester hours.

A/Excellent

- A = 4.0 quality points per semester hour
- A - = 3.7 quality points per semester hour

B/Good

- B + = 3.3 quality points per semester hour
- B = 3.0 quality points per semester hour
- B - = 2.7 quality points per semester hour

C/Marginal

- C + = 2.3 quality points per semester hour
- C = 2.0 quality points per semester hour

F/Failure = 0 quality points

P/Pass = Applies only to approved courses, no quality points. Indicates performance at a B- level or better.

SP/Satisfactory Progress = A non-terminal grade for a continuing course.

W/Withdrawal = Indicates student withdrawal from the course.

AU/Audit or Participation Audit = No credit given.

I/Incomplete

Graduation GPA

A GPA of 3.0 is the minimum requirement for graduation for all master's degree students.

A GPA of 2.75 is the minimum requirement for graduation for all graduate certificate students.

Intellectual Property (excerpt from [Intellectual Property Policy](#))

The purpose of this policy is to clarify issues related to the ownership, use, and sale of intellectual property created by university personnel. Eastern Mennonite University wishes to foster an intellectual environment that encourages creativity, innovation, and excellence while managing its resources for the benefit of all constituents. In this policy the university seeks to foster these goals and honor traditions in the academic setting while recognizing federal laws.

Intellectual property refers to any copyrightable or patentable work.

Policy with respect to students attempts to balance student and institutional needs. Intellectual property created by *students* is considered the property of the student. The university, however, reserves the right to use such material, with appropriate discretion and attribution, in promotion of the university.

Intellectual property created by students and employees jointly is considered to be jointly owned by the creators. (The employee shall have decision-making powers in regard to permissions and sales of jointly created property.)

Non-Degree Seeking Students

Non-degree seeking students may enroll to take classes for graduate credit when there is room in a class and with permission of the instructor or the program director/coordinator.

Outcomes Assessment

Graduate programs reserve the right to require students to participate in institutional testing programs as part of ongoing assessment of student outcomes.

Registration

Registration materials will be provided by graduate program personnel prior to each term of study. A student wishing to add or drop a course shall contact his or her advisor for approval to register online. For courses offered on a standard semester basis, courses may be added online through the first day of

the semester and then by the program through the first five days of the semester with program approval and may be dropped with no grade through the first four weeks. Courses dropped during the fifth through ninth week are recorded as “W” (withdrawal). No change is permitted after the ninth week. Drop/Add deadlines are adjusted accordingly for courses offered on other time frames.

Senior Citizen Class Attendance

Senior citizens who wish to take a graduate course are invited to audit the course (see auditing policy for details). Graduate courses generally are not open to non-auditing visitors. However, permission to visit a single class period may be given at the discretion of the instructor.

Student Complaint Policy*

Eastern Mennonite University welcomes open communication from students regarding its policies and practices. Student feedback helps administrators determine effectiveness and clarify and improve processes and procedures. If a student has a complaint it should be communicated to the administrator responsible for the area of the complaint. Most complaints can be dealt with through informal communication between the parties.

When a student wishes to lodge a more formal written complaint in writing, the following student complaint form is submitted: <http://emu.edu/about/student-complaint-form/>.

This form is directed to the executive advisor to the president, who determines the appropriate person to respond to the stated concerns. A formal written response will occur within five business days of notification of the concern. This response will be copied to the executive advisor to the president.

In the event that a student is not satisfied with the response to the complaint, the student may choose to follow up by utilizing the [Conflict and Grievance Policy and Procedure](#) for resolution, available in student handbooks. The university recognizes its obligation to ensure that students who make complaints do not suffer adverse treatment as a result of the complaint. In the event that a student alleges such treatment, the student shall be referred to the Conflict and Grievance Policy and Procedure for resolution.

If an issue cannot be resolved by the university's internal processes, students may file a formal complaint with the State Council of Higher Education for Virginia (SCHEV) at <https://www.schev.edu/index/students-and-parents/resources/student-complaints>.

Approved by President's Cabinet May 21, 2003

Revised March 12, 2007

Revised February 11, 2009

Updated March 2021

* Formerly Open Communication Policy

Student Responsibility

The graduate student carries complete responsibility for knowing and fulfilling course requirements, program regulations, and degree requirements. Graduate students should take the initiative to meet

with their advisors to assure that they are making satisfactory progress toward meeting all program requirements.

Student Services

Please see the [Graduate and Seminary Student Handbook](#) for details concerning student services.

Taking a Course Outside of the Home Graduate Program

There are three situations when a graduate student may need to take a course outside of their home graduate program:

- Earning a graduate certificate along with a master's degree
- Taking a class required for a master's degree
- Taking an elective class*

In each of the above situations, the student will be charged the tuition rate of their home program.

Note: Tuition for the Master of Arts in Interdisciplinary Studies (MAIS) degree will be the charge per course of the program in which the course is taken.

Time Limits for Completing Degree Requirements

All work for a graduate degree must be completed within six years from the date of matriculation to the graduate program. To request an extension of the time limit, the student must submit a written request to the director of the graduate program, specifying the amount of time needed and the reasons for the extension. The director, in consultation with the program faculty, will notify the student in writing of the decision of the extension request.

Transcripts

Requests for official transcripts should be made to the university registrar's office, allowing one week for processing. Payment of account is required for the release of transcripts. Information regarding transcript requests may be found on the [Registrar's web page](#).

Transfer Credits

EMU graduate programs accept a limited number of graduate transfer credits from other colleges and universities. The university registrar determines the eligibility of credits to transfer from another institution, and the director of the graduate program makes the final determination of the applicability of transfer credit to an individual's graduate program. A grade of "B" (or equivalent) or better must be earned for any course to be considered for transfer. See the respective graduate program for additional transfer regulations. Transfer courses will be recorded with the same titles and grades as appear on the transcript from the transferring school. Transfer grades will not apply toward the EMU grade point average.

Policies for Graduate Certificates and Master's Degrees

Policy for pursuing a master's degree and a graduate certificate

Graduate students may use credits from a graduate certificate (GC) towards a master's degree. In other words, if a student completes a GC, they can then use those same credits toward a master's degree according to the policies of the individual graduate programs through which the student is pursuing coursework. Additionally, students can design, with the approval of their advisor, a master's degree that includes a GC within the same number of credit hours (assuming the requirements for both the master's degree and GC are met). Before making final plans for a graduate certificate and a master's degree, students are advised to consult the program director/coordinator of the graduate program.

Approved by Graduate Council, April 20, 2015

Updated by Graduate Council, April 1, 2019

Master of Arts in Interdisciplinary Studies (MAIS) students are permitted to use up to 12 semester hours towards earning a graduate certificate from their primary or secondary program. In the case of a 15 semester hour graduate certificate, 3 additional credits would be needed. In the case of an 18 semester graduate certificate, 6 additional credits would be needed. The specific additional courses required to earn the graduate certificate would be determined by the relevant program director/coordinator with the student.

Approved by Graduate Council, April 20, 2015 and March 12, 2018

Advising for students pursuing a graduate certificate (outside of their home program) and a master's degree:

Each student pursuing a graduate certificate (GC) and master's degree (MA/MS) will be assigned a faculty advisor from their home MA/MS program. The student or the student's home advisor will consult with the program offering the certificate in regards to specific curriculum requirements.

Approved and updated by Graduate Council, October 22, 2018

Policy for graduate program alumni who wish to return to EMU to pursue additional studies

Admission criteria: If an EMU graduate program alumnus has graduated within the last four years and wishes to pursue an additional degree or certificate from within the same field of study, they only need to submit a one page letter of intent to the admissions staff of the program they wish to enroll in, noting the program they are interested in and why, and how they intend to use the new knowledge and skills in their current workplace or new context if they are considering a career shift. If it has been longer than four years or the applicant wishes to pursue studies in a new field, the applicant needs to submit an updated CV, one new letter of recommendation from someone they have been working with since graduation, and a 2-3 page essay explaining why they are interested in the program, their goals for the program, and how they hope to use the knowledge and skills gained. In both cases a recommendation from the program they graduated from must be obtained. Upon receiving the required documents, the admissions committee for the program they wish to pursue will review the request for admission and provide the alumnus with an official admission decision.

Graduate certificate transfer credits

A student who has completed a master's degree and then wishes to complete a graduate certificate in a related field of study may apply up to 6 credits from the master's degree toward the graduate certificate, as long as those credits have been completed within the past five years.

It may be that, within the courses completed for the master's degree, the student has completed more than 6 credits that meet requirements for the certificate. When this occurs, the student may apply the additional credits toward the certificate, but they will be required to complete additional new credits equivalent to the number of credits applying from the master's degree beyond the initial limit of 6. The additional credits should be chosen with the assistance of an advisor to supplement the student's skill set.

Approved by Graduate Council, November 2, 2015

General Contact and Location Information

Eastern Mennonite University's main campus is located in Harrisonburg, Virginia. A satellite campus is located in Lancaster, Pennsylvania.

Main Campus

Eastern Mennonite University, 1200 Park Rd, Harrisonburg, VA 22802-2462

540-432-4000

Fax: 540-432-4444

TTY: 540-432-4599

EMU Lancaster

Eastern Mennonite University, PO Box 10936, Lancaster, PA 17605-0936

Toll-free: 866-368-5262

Local: 717-397-5190

Fax: 717-397-5281

Undergraduate Admissions

The Admissions office is located in the Campus Center near the registrar and financial aid offices.

Toll-free US: 800-368-2665

Local/international: 540-432-4118

admiss@emu.edu

Financial Aid Office

emu.edu/financial-aid

Toll-free US: 800-330-9683

Local/international: 540-432-4137

finaid@emu.edu

Alumni and Parent Engagement Office

emu.edu/alumni

540-432-4206

alumni@emu.edu

Seminary

emu.edu/seminary

Local/international: 540-432-4260 or 540-432-4257

Fax: 540-432-4598

seminary@emu.edu

School of Sciences, Engineering, Art, and Nursing

Dean: [Dr. Tara Kishbaugh](#)

Administrative Assistant: [Barbara Byer](#)

Location: University Commons, adjacent to current VACA offices

School of Social Sciences and Professions

Dean: [Dr. David Brubaker](#)

Administrative Assistant: [Shirley Ewald](#)

Location: Heatwole House (previously the graduate dean's office)

School of Theology, Humanities, and Performing Arts

Dean: [Dr. Daniel Ott](#)

Administrative Assistant: [Emily North](#)

Location: Seminary building

EMU Technology Helpdesk

emu.edu/is

540-432-HELP (4357)

Location: lower level of Sadie Hartzler Library

helpdesk@emu.edu

General questions and concerns: webmaster@emu.edu

Safety and Security

EMU aspires to offer students a safe and happy campus. Your peace of mind is very important to us. Campus security officers patrol grounds daily on foot and by car and are ready to respond in any emergency. Faculty and staff are trained in crisis communication and response. Harrisonburg City Police offer support and timely notifications of issues near campus.

Emergency Situations and Contacts

Call 911 for any situation that requires **IMMEDIATE police, fire, or medical response. Security officers are on duty on campus 24 hours a day.**

Witnesses and victims of a campus crime or emergency, as well as anyone who is suspicious of people or situations on campus, are urged to **contact campus security at 4911** from a campus phone or 540-432-4911 from an off-campus phone.

Witnesses and victims of a campus crime or emergency, anyone who is suspicious of people or situations on campus, or anyone who would like to refer a student to the CARE Team are urged to use the [Safety and Care Reporting Form](#).

EMU Alert Notifications

EMU Alerts is a notification system capable of sending emergency notifications instantly and simultaneously to registered mobile phones and email addresses. EMU has contracted with [Rave Mobile Safety](#) as our EMU Alerts system provider. [Learn more about EMU Alerts.](#)

Alertus is a notification system for computers connected to the EMU network (including personal computers and computers at home that are connected to the EMU network). Upon powering up, every networked computer will display an emergency message, when activated.

See also <http://www.emu.edu/safety-and-security/> for more information.

Crisis Communication and Preparedness

EMU's [Crisis Management Preparedness Team](#) has joined colleges across the country in assessing crisis communication protocol. In the event that we need to get a message to all of our student body, we will immediately convene our crisis management team to assess the situation, prepare communications for parents and lead the campus during the crisis.

Biomedicine Graduate Program

- [About - Biomedicine Graduate Program](#)
- [Admission - Biomedicine Graduate Program](#)
- [Degree Requirements - Biomedicine Graduate Program](#)
- [Certificate Requirements - Biomedicine Graduate Program](#)
- [Course Descriptions - Biomedicine Graduate Program](#)

About - Biomedicine Graduate Program

Eastern Mennonite University's [Biomedicine Graduate Program](#) uniquely challenges students to take courses broadly from several disciplines. Some of the transdisciplinary aspects are evident in a required cross-cultural component, diverse seminars, social science and bioethics courses, and finally in a thesis project. A master's degree can be earned after 48 semester hours (SH) of coursework (two full years of study) or a certificate with 24 SH of study (one full year of study). This program is approved by the Commission of the Southern Association of Colleges and Schools (SACS).

Admission - Biomedicine Graduate Program

The application deadline is rolling. Applications for the fall semester will be reviewed beginning in February. Spring admission is also offered, and applications will be reviewed during the fall semester.

Admission Requirements

Biomedicine graduate program entrance is based on:

- A baccalaureate degree from an accredited institution with a minimal undergraduate grade point average of 2.50. (Gap year certificate applicants must have a minimal undergraduate grade point average of 3.0.)
- An appropriate standardized test score. GRE, MCAT, DAT, OAT and others are accepted.
- Prerequisite coursework for **pre-medical, pre-dental, and pre-veterinary applicants** (8 courses, 32 credit hours total):
 - Two general biology courses with laboratories (8 SH)
 - Two general chemistry courses with laboratories (8 SH)
 - Two organic chemistry courses with laboratories (8 SH)
 - Two physics courses with laboratories (8 SH)
- Prerequisite coursework for **all other pre-professional health applicants** (6 courses, 24 credit hours total):
 - Two general biology courses with laboratories (8 SH)
 - Two general chemistry courses with laboratories (8 SH)
 - One organic chemistry course with laboratory (4 SH)
 - One physics course with laboratory (4 SH)

Provisional Admittance:

Alternatively, applicants who are in need of only one or two of the above prerequisite courses can be granted provisional admittance to the master's program and can take those needed prerequisite courses while pursuing their graduate degree.

A completed application includes:

1. A completed [PostBacCAS](#) application
2. Two academic letters of recommendation, preferably one from a natural science professor from your most recent academic program. Alternatively, one from a work supervisor is acceptable. Recommendation letters can take some time in acquiring; please contact your references immediately for your letter of support. Letters should be uploaded through PostBacCAS.
3. Official transcripts - request official transcripts (not student copies) from each college or university you have attended. The official transcripts should be uploaded to PostBacCAS.
4. Test scores - submit your most recent graduate standardized test results (GRE, MCAT, OAT, PCAT, DAT and/or VCAT) and language scores for international students (TOEFL and IELTS) to EMU's Graduate Admissions via email to ms-biomed@emu.edu or by postal mail to Eastern Mennonite University, Michael Whetzel, Graduate Admissions, 1200 Park Rd., Harrisonburg, VA 22802.

An admissions committee will evaluate student applications and make recommendations for admissions.

Health History and Immunization Requirements for Enrollment

EMU requires all graduate and seminary students enrolled on campus in 9 semester hours or greater to complete the health evaluation form including official documentation of immunizations prior to the beginning of the first semester of enrollment. Any student who fails to furnish the completed history without documented medical or religious/philosophical reasons will not be eligible for registration for a second semester. Non-compliance may lead to further administrative action including possible administrative withdrawal from the university.

Degree Requirements - Biomedicine Graduate Program

Master of Science in Biomedicine

Degree: Master of Science

Semester Hours: 48

An MS in Biomedicine from EMU can open doors. After earning a two-year master's, our students have proven that they are prepared for the rigors of professional health school. Our graduates have utilized their master's degree to obtain jobs at prestigious research facilities, non-profit organizations, and various healthcare centers.

EMU's Master of Science in Biomedicine degree allows you to pick and choose which graduate-level natural science courses you need and would like to take. Our curriculum will set your application apart

with our built-in cross-cultural experience, practicum shadowing, thesis research, ethics and leadership training, and interdisciplinary course offerings.

Biomedical Courses (43-46 SH)

- ~BMC 561 Biochemistry Foundations (3 SH)
- ~BMC 562 Human Physiology (4 SH)
- BMC 598 Biomedicine Practicum (1-4 SH)
- BMC 610 Interdisciplinary Seminar I (2 SH)
- BMC 611 Interdisciplinary Seminar II (2 SH)
- ~BMC 612 Human Gross and Microscopic Anatomy (4 SH)
- BMC 613 Research Design and Statistics (2 SH)
- BMC 623 Research in Biomedicine (1-4 SH)
- ~BMS 517 Developmental and Stem Cell Biology (4 SH)
- BMX 603 Cross-Cultural Health Care (3 SH)
- BMX 611 Biomedicine, Faith and Ethics (2 SH)
- Select 13 SH from the following:
 - BMC 552 Cell Biology (3 SH) (Fall 2022)
 - BMC 562 Human Physiology (4 SH)
 - +BMS 501 Biomedical Organic Chemistry I (4 SH)
 - +BMS 502 Biomedical Organic Chemistry II (4 SH)
 - BMS 561 Immunology (3 SH)
 - BMS 562 Neurobiology (3 SH) (Spring 2023)
 - BMS 563 Molecular Genetics (3 SH) (Spring 2024)
 - BMS 570 Medical Microbiology (3 SH) (Spring 2023)
 - BMS 572 Cognitive Psychology (3 SH)
 - BMS 585 Infectious Diseases (3 SH)
 - BMS 571 Abnormal Psychology (3 SH)
 - BMS 573 Theories of Personality (3 SH)
 - BMS 574 Neuropsychology (3 SH) (Spring 2024)
 - BMS 579 Analytical Chemistry I (2 SH) (Fall 2022)
 - BMS 580 Analytical Chemistry II (2 SH) (Fall 2023)
 - BMS 595 Bioinformatics (2 SH) (Spring 2023)

+ Requisite course if not completed as an undergraduate (applies to certain career paths)

~ Another natural science course may be substituted for BMC 561, BMC 562, BMC 612, or BMS 517.

Electives (5-6 SH)

- BMS 530 MCAT Preparation Course OR BMS 531 DAT Preparation Course (3 SH)
- One EMU graduate course in education, business, counseling, or nursing
- Any course listed above

Master of Science in Pre-Medicine

Degree: Master of Science

Semester Hours: 30 graduate credits + 20-28 undergraduate credits

Graduate Pre-Medicine Courses (8 SH)

- BMC 598 Biomedicine Practicum (1 SH)
- BMC 610 Interdisciplinary Seminar I (2 SH)
- BMC 611 Interdisciplinary Seminar II (2 SH)
- BMX 603 Cross-Cultural Health Care (3 SH)

Graduate Biomedical Science Courses (22-26 SH)

Select from the following:

- BMC 552 Cell Biology (3 SH) (Fall 2022)
- BMC 561 Biochemistry Foundations (3 SH)
- BMC 562 Human Physiology (4 SH)
- BMC 612 Human Gross and Microscopic Anatomy (4 SH)
- BMS 501 Biomedical Organic Chemistry I (4 SH)
- BMS 502 Biomedical Organic Chemistry II (4 SH)
- BMS 517 Developmental and Stem Cell Biology (4 SH)
- BMS 530 MCAT Preparation Course OR BMS 531 DAT Preparation Course (3 SH)
- BMS 561 Immunology (3 SH)
- BMS 562 Neurobiology (3 SH) (Spring 2023)
- BMS 563 Molecular Genetics (3 SH) (Spring 2024)
- BMS 570 Medical Microbiology (3 SH) (Spring 2023)
- BMS 571 Abnormal Psychology (3 SH)
- BMS 572 Cognitive Psychology (3 SH)
- BMS 574 Neuropsychology (3 SH) (Spring 2024)
- BMS 585 Infectious Diseases (3 SH)
- BMS 595 Bioinformatics (2 SH) (Spring 2023)

Recommended Undergraduate Courses (20-28 SH)

- BIOL 215 Organismal Biology (4 SH)
- BIOL 240 Molecular and Cellular Biology (4 SH)
- CHEM 223 General Chemistry I (4 SH)
- CHEM 224 General Chemistry II (4 SH)
- PHYS 252 University Physics I Lecture (3 SH), PHYS 253 University Physics I Lab (1 SH)
- PHYS 262 University Physics II Lecture (3 SH), PHYS 263 University Physics II Lab (1 SH)

Certificate Requirements - Biomedicine Graduate Program

The majority of credits toward all certificates must be earned through courses offered by EMU.

Biomedicine Certificate

Semester Hours: 24

Some students want to become more competitive applicants for professional health school, and only need a one-year program to enhance their application. Our Biomedicine certificate allows you to pick and choose which graduate-level natural science courses suit your academic goals the best. Our curriculum will set your application apart with our built-in cross-cultural experience, practicum shadowing, and interdisciplinary course offerings.

Biomedicine Courses (22-25 SH)

- BMC 598 Biomedicine Practicum (1 SH)
- BMC 610 Interdisciplinary Seminar I (2 SH)
- BMX 603 Cross-Cultural Health Care (3 SH)
- Select 16-19 SH from the following:
 - BMC 552 Cell Biology (3 SH) (Fall 2022)
 - BMC 561 Biochemistry Foundations (3 SH)
 - BMC 562 Human Physiology (4 SH)
 - BMC 612 Human Gross & Microscopic Anatomy (4 SH)
 - BMS 501 Biomedical Organic Chemistry I (4 SH)
 - BMS 502 Biomedical Organic Chemistry II (4 SH)
 - BMS 517 Developmental and Stem Cell Biology (4 SH)
 - BMS 561 Immunology (3 SH)
 - BMS 562 Neurobiology (3 SH) (Spring 2023)
 - BMS 563 Molecular Genetics (3 SH) (Spring 2024)
 - BMS 570 Medical Microbiology (3 SH) (Spring 2023)
 - BMS 572 Cognitive Psychology (3 SH)
 - BMS 585 Infectious Diseases (3 SH)
 - BMS 595 Bioinformatics (2 SH) (Spring 2023)

Additional [natural science course options](#) are available.

Electives (0-3 SH)

Select from the following:

- BMS 530 MCAT Preparation OR BMS 531 DAT Preparation Course (3 SH)
- One course from any other master's program at EMU

Gap Year Certificate

Semester Hours: 21-28

Gap Year Certificate students take courses at EMU's Harrisonburg campus in the fall and EMU's Washington Community Scholars Center in Washington D.C. in the spring and complete cross-cultural travel in the summer.

Fall Courses, Harrisonburg campus (9-14 SH)

Select from the following:

- BMC 552 Cell Biology (3 SH) (Fall 2022)
- BMC 561 Biochemistry Foundations (3 SH)
- BMC 612 Human Gross and Microscopic Anatomy (4 SH)

- BMS 517 Developmental and Stem Cell Biology (4 SH)
- BMS 561 Immunology (3 SH)
- BMS 571 Abnormal Psychology (3 SH)
- One course from any other master's program at EMU

Additional natural science course options are available.

Spring Courses, Washington, D.C. campus (9-11 SH)

- BMS 599 Internship (6-9 SH)
- BMS 654 Internship Theory and Practice (1 SH)
- BMS 655 Servant Leadership (2 SH)

Summer Course, off campus (3 SH)

- BMX 603 Cross-Cultural Health Care (3 SH)

Course Descriptions - Biomedicine Graduate Program

BMC 552 Cell Biology (3 SH)

A study of cellular architecture, communication, transport, motility, division, growth and death. Particular emphasis is placed on the study of cancer at the cellular level, and on a quantitative (mathematical) understanding of cellular movements. Students read and report on research articles. (Fall 2022)

BMC 561 Foundational Biochemistry (3 SH)

A survey of structure-function relationships of biological molecules and systems. Emphasis is placed on enzymology, intermediary metabolism, and metabolic control.

BMC 562 Human Physiology (4 SH)

An investigative study of selected body systems including neuro-muscular, cardiovascular, respiratory, renal, and endocrine physiology. Extensive laboratory work emphasizes quantification and experimentation while using live materials and physiologic instrumentation

BMC 598 Biomedicine Practicum (1-4 SH)

This course features experiential community learning in areas related to future vocation. Assigned shadowing or interactive experiences require 30-40 hours per semester credit hour outside of class as well as completing assigned related readings, maintaining a journal of experiences, providing feedback to other students. Typical experiences may involve interactions within hospitals, health care professionals, biomedical organizations, clinics, rescue squads, health departments, or life science education settings. Prerequisites: satisfactory completion of at least two graduate level courses and/or instructor permission. A maximum of 4 SH of practicum credit can be applied toward a degree.

BMC 610 Interdisciplinary Seminar I (2 SH)

This course involves a first orientation to the biomedicine program. Major discussion topics include the current status of biomedicine and healthcare in the United States, quality improvement in healthcare, discovering biomedicine in the humanities, secular and religious approaches to bioethics, holistic healing, and integrative medicine.

BMC 611 Interdisciplinary Seminar II (2 SH)

This course challenges students to grow in capacity for leadership in the medical field. Strategies include: reflection on leadership history, aptitudes and style; creating an inventory of current leadership skills while identifying gaps for future growth. Special attention is also given to addressing population management risks as well as public health promotion opportunities. The course concludes with transformative medical leadership applications on the individual and collective levels.

BMC 612 Human Gross and Microscopic Anatomy (4 SH)

A comprehensive overview of the anatomy of the human body, both on the microscopic and whole-organ level. The laboratory section of this course will utilize human cadaver dissection for the hands-on identification of the structures discussed in lecture.

BMC 613 Biomedical Research Design and Statistics (2 SH)

This course covers basic principles of research methodology and experimental design. Topics include research design, measurements, hypothesis testing, statistical significance and the analysis of data. A computer statistical package is used to analyze data. Students critically evaluate published reports of biomedical studies with specific attention to their experimental design and the application of statistics.

BMC 623 Research in Biomedicine (1-3 SH)

Under the direction of a faculty member, this course guides a student through the process of developing an original research project. Each student selects a specific biomedicine-related topic, develops a hypothesis and research proposal, and then tests and analyzes the data that they generate. By gathering and analyzing their own original data in relation to other relevant literature, students gain understanding and insight on their chosen topic and contribute to new information that is being generated in their field. The outcome includes preparing and defending an oral presentation and a research paper written in a CSE style. *This is a series of two courses. Students enrolled in BMC 623 Research in Biomedicine in the summer will subsequently be enrolled in BMC 623 Research in Biomedicine in the fall.*

BMS 501 Biomedical Organic Chemistry I (4 SH)

Study of the relationship between the three-dimensional structure and the reactivity of carbon compounds. The chemical and physical properties of organic compounds will be linked to an understanding of orbital theory, electronegativity, strain, and sterics. Reactions of simple organic compounds will be described in terms of electron movement (mechanisms) and kinetic vs. thermodynamic parameters. The laboratory sessions emphasize purification, isolation, and identification techniques, particularly chromatography, infrared spectroscopy, mass spectroscopy, and nuclear magnetic spectroscopy. Three lectures and one four-hour laboratory per week.

BMS 502 Biomedical Organic Chemistry II (4 SH)

Building on the prior course, this course deduces “new” mechanisms based on key principles of conformational preference, sterics, polarity, and bond strength. Aromatic compounds as well as oxygen and nitrogen containing compounds are studied so that the chemistry of biomolecules can be introduced. Structural determination of increasingly complex compounds by instrumental techniques, such as GC-MS, NMR, and IR will also be emphasized. The laboratory involves multi-step transformations, purifications, and advanced structure determination using primarily instrumental techniques. Three lectures and one four-hour laboratory per week.

BMS 517 Developmental and Stem Cell Biology (4 SH)

This course provides students with an introduction to development and stem cell biology that emphasizes the molecular influences and cellular interactions involved in specification, differentiation and regeneration. Topics include: descriptive and experimental approaches in development, methodologies in stem cell research, embryonic and adult stem cells, stem cell cloning, cell reprogramming and cancer stem cells. Laboratory sessions will explore topics at the intersection of developmental biology and stem cells, and will use a variety of model organisms. A mini-research project is required.

BMS 530 MCAT Preparation Course (3 SH)

This course will provide a comprehensive review of all topics found on the Medical College Admission Test (MCAT). The following subjects will be covered: Math/Research and Reasoning Skills, Critical Analysis and Reading Skills (CARS), Biology, Biochemistry, Physics, Organic Chemistry, General Chemistry, Psychology, and Sociology. The course will be conducted entirely online. Instruction is offered in both videos available on demand 24/7 and live sessions offered 5 times each week. Students will have access to their course tools for 6 months. Students will receive a pass/fail grade for this course.

BMS 531 DAT Preparation Course (3 SH)

This course will provide a comprehensive review of all topics found on the Dental Admission Test (DAT). The following subjects are covered: natural sciences including biology, general chemistry, and organic chemistry; perceptual ability; reading comprehension; and quantitative reasoning. Students will utilize online and print materials to review and practice DAT subject material. Students will receive a pass/fail grade for this course. To enroll, students must have an EMU GPA of 3.2 and must be applying to dental school in the upcoming application cycle with EMU's support. Students who have taken and passed the course previously may not re-enroll in the course.

BMS 561 Immunology (3 SH)

Survey of immunology including the nature of antigens and antibodies, the reactions between them, applications of these reactions to clinical diagnosis and the cellular events which occur during the immune response. Beneficial and pathological aspects of immunity are included.

BMS 562 Neurobiology (3 SH)

This course is an advanced survey of nervous system anatomy and physiology with an emphasis on recent advances in the field. There is a wide gamut of subject matter in the field of neuroscience, and this course familiarizes students with the breadth of the field while going into depth for several chosen topics, determined primarily by recent publications. We investigate neuroscience from neurotransmitter receptor structure and function to the philosophical study of consciousness. (Spring 2023)

BMS 563 Molecular Genetics (3 SH)

A study of the mechanisms of gene structure, stability, replication, transmission, and expression in eukaryotes. Themes include molecular evolution, viruses (including HIV), and heritable diseases. Students read and report on research articles. The laboratory involves an introduction to common techniques employed in molecular biology followed by directed research projects of the student's choosing. (Spring 2024)

BMS 570 Medical Microbiology (3 SH)

A comprehensive study of the field of microbiology, emphasizing the principles of medical microbiology and human symbioses. Included in the discussion will be additional focus on disease, treatment, emerging infectious diseases, biotechnology and global public health. Topics will be discussed using lectures, short lab periods, case studies and problem-based learning. (Spring 2023)

BMS 571 Abnormal Psychology (3 SH)

An interdisciplinary approach to understanding abnormal (maladaptive) behavior emphasizing the crucial roles of learning and life stressors in the development and maintenance of abnormal behaviors. The clinical characteristics, causal factors, and treatments of maladaptive behavior patterns are examined, including the areas of assessment, therapy and prevention. Positive emotions and strengths that promote mental health will be integrated throughout the course.

BMS 572 Cognitive Psychology (3 SH)

The field of cognitive psychology involves studying and thinking about thinking. Questions are asked about how we acquire, store, retrieve, and use knowledge. Students will actively study and apply various theories about human thinking. Topics such as models of memory, imaging, language comprehension, problem-solving, creativity and cognitive development will be covered.

BMS 573 Theories of Personality (3 SH)

PSYC 361 - Empirical strategies that are particularly relevant to the study of personality process, human behavior and human experience provide a systematic study of the person. Major theories and principles of personality adjustment are studied, such as dispositional, genetic, cognitive and biological factors related to the understanding of personality. Prerequisite: PSYC 331.

BMS 574 Neuropsychology (3 SH)

Survey of the anatomy and physiology of the nervous system, including loss of function studies. Emphasis is placed on the role of general physiological principles that affect human behavior. (Spring 2024)

BMS 579 Analytical Chemistry I (2 SH)

An overview of the various aspects of analytical chemistry such as sampling, statistical analysis of data sets, quantitative and qualitative analysis, spectroscopy and chromatography, and trouble-shooting/instrument design and maintenance. Emphasis will be given to Gravimetric and Titrimetric analysis, Ultraviolet and visible spectroscopy, Advanced GCMS and ion-selective electrodes. One lecture, four hours of laboratory. Prerequisite: an annual safety training outside of class. (Fall 2022)

BMS 580 Analytical Chemistry II (2 SH)

An overview of the various aspects of analytical chemistry such as sampling, statistical analysis of data sets, quantitative and qualitative analysis, spectroscopy and chromatography, and trouble-shooting/instrument design and maintenance. Emphasis will be given to Atomic spectroscopy, NMR spectroscopy including multi-dimensional analysis and nuclei beyond C and H, HPLC. One lecture, four hours of laboratory. Prerequisite: an annual safety training outside of class. (Fall 2023)

BMS 585 Infectious Diseases (3 SH)

This online course will take an introductory look at infectious disease from a public health perspective. We will focus on factors that contribute to disease transmission in global populations and will introduce basic concepts of epidemiology, human disease, microbiology, immunology, and vaccination to provide

a foundation for understanding health promotion and health behavior with regard to controlling the spread of infection through a community. This course will use lecture, discussion, case study, videos, and relevant current events to explore infection and infection control.

BMS 595 Bioinformatics (2 SH)

This course teaches the bioinformatics skills used in academic and biotech laboratories for analyzing individual DNA and protein sequences. The focus is extensive hands-on experience using mainstream web-based bioinformatics tools. Laboratory based course that addresses biological questions by analyzing sequences, searching databases, using sophisticated software, and interpreting results. (Spring 2023)

BMX 603 Cross-Cultural Health Care (3 SH)

This summer course is experiential based and requires involvement and study in another cultural setting for a three-week period. Students, under guidance from the instructor, explore values, methods, and outcomes of health care or the practice of biomedicine in a unique cultural setting. Differentiation of resources, social, psychological, and spiritual ideas contrasting the student's personal culture with the explored culture are examined. Involvements with alternative medicine and healing practices are considered as are examination of traditional health care delivery methods in the studied culture. Cross-cultural settings may vary but frequently include trips to Guatemala, Honduras and/or Peru. *A 3.0 GPA is required at the end of the fall semester to be eligible to take BMX 603 the following summer.*

BMX 611 Biomedicine, Faith and Ethics (3 SH)

This course explores relationships between science and Christian faith by investigating scientific foundational ideas and their interaction with theology. Topics such as global and human origins, chance and complexity, human nature, mind, health and healing, environmental and medical ethics are examined and viewed through the lenses of Scripture, theology, and natural science. Students will be led to form and articulate a multidimensional world view that incorporates the realities of science and a holistic Christian faith.

Center for Justice and Peacebuilding

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About - CJP

The Center for Justice & Peacebuilding (CJP) was established at Eastern Mennonite University (EMU) in 1994 to further the personal and professional development of individuals as peacebuilders and to strengthen the peacebuilding capacities of the institutions they serve. The program is committed to supporting justice advocacy, conflict transformation and peacebuilding efforts at all levels of society in situations of complex, protracted, violent or potentially violent, social conflict anywhere in the world.

Open to people from all countries and all religious traditions, CJP is an outgrowth of the centuries-old peace-church tradition. The program started as an active expression of the values of peace and nonviolence, social justice, public service, reconciliation, personal wholeness, and appreciation for diversity of all types as those were manifested in the Mennonite experience in domestic and international service in the areas of disaster response, humanitarian relief, socio-economic development, and conciliation. CJP quickly became a convening location for participants from similar organizations and other faith traditions working on promoting reconciliation and building sustainable peace in deeply divided societies.

CJP includes Graduate Programs in Conflict Transformation, Restorative Justice, and Transformational Leadership as well as the Summer Peacebuilding Institute (SPI), Strategies for Trauma Awareness & Resilience (STAR), and the Zehr Institute for Restorative Justice. SPI supports a wide variety of short-term courses that may be taken for graduate credit or for training. STAR offers courses that prepare participants to understand and address the impacts of trauma on communities as well as individuals with a particular focus on the traumas caused by overt violence and by the protracted experience of living in systems of oppression and injustice. The Zehr Institute offers webinars and convenes participants interested in approaching the problems of responding to harm in restorative ways.

Graduate Programs

CJP offers an MA or Graduate Certificate in Conflict Transformation or Restorative Justice and an MA in Transformational Leadership. The graduate programs are designed to accommodate busy practitioners by offering full- and limited-residency formats. The 18-credit Graduate Certificates offer students the opportunity to focus on specific areas of personal interest within the graduate degree curriculum. Graduate certificates are useful for adding new skills and knowledge to other professional disciplines. Or they may be used to test the waters before enrolling in a degree program. All courses taken for a certificate can be transferred into one of the degree programs.

CJP is committed to creating and sustaining a mutual learning community that values the diversity and rich experience of our students, faculty, staff, and alumni. The program places a high value on the relationships developed in this community and hopes they will become the basis for long-term partnerships and continued mutual support and learning.

The program is practice-oriented; faculty hold terminal degrees and they are also practitioners who organize learning experiences to prepare practitioners, and the student body is made up of peacebuilding and justice practitioners from around the world. Students who relocate to Harrisonburg for the programs engage in mentored practice throughout the program; with faculty and staff support. See <http://emu.edu/cjp/grad/> for more information. As more students are enrolling in online or hybrid courses and staying in their own communities while they study, we are working to connect them with the almost 700 alumni of the degree programs and our extensive network of colleagues. The faculty try to provide assignment options that can be tied to a student's work or volunteer activities.

The Summer Peacebuilding Institute (SPI)

The Summer Peacebuilding Institute is the interface between applied research, field work, and academic work. SPI provides specialized, intensive courses that are of specific benefit for practitioners working in situations of protracted conflict. The courses may be taken for academic credit or for professional training. SPI attracts between 150-200 participants from more than 40 different countries each year. EMU hosts SPI participants for six weeks in May and June of each year, during which time 15-20 courses are offered. Many MA and Graduate Certificate students enroll in SPI classes, particularly those students who are pursuing a degree in a limited-residency format. SPI is designed to minimize the need for students to be away from their job and community for long periods of time. See <http://www.emu.edu/cjp/spi/> for more information. In response to the pandemic, SPI moved online in 2020 and 2021 and we developed online training only courses were offered during mid-winter 2021 and 2022. SPI returned to meeting on campus for SPI 2022 and we plan to continue offering online courses at other times during the year.

Strategies for Trauma Awareness & Resilience (STAR)

STAR is a trauma awareness and resilience program that brings together theory and practices from neurobiology, conflict transformation, human security, spirituality, and restorative justice to address the needs of trauma-impacted individuals and communities. STAR seeks to prepare individuals and communities to transform trauma and build resilience. Individuals can enroll in STAR for training or for credit. See <http://www.emu.edu/cjp/star/about/> for more information.

The Zehr Institute for Restorative Justice

The Zehr Institute for Restorative Justice, founded in 2012, promotes dialogue and networking within the restorative justice field and provides education and training through web-based and onsite programs.

Mission Statement:

The Center for Justice and Peacebuilding (CJP) educates a global community of peacebuilders through the integration of practice, theory, and research.

Vision Statement:

Preparing, transforming, and sustaining leaders to create a just and peaceful world.

Values:

The Center for Justice and Peacebuilding is a program of Eastern Mennonite University, an institution grounded in Anabaptist theology, life, and values.

CJP strives to practice and model holistic and values-based peacebuilding. Our values are visible in our processes and actions as we:

- embrace nonviolence, right relationships, and just community in our lives and practice
- honor human dignity, diversity, interdependence, and equality
- foster respect, trust, and collaboration across faith traditions, cultures, and worldviews
- ensure accountability, participation, and transparency
- challenge ourselves and others to continual learning and growth
- support the resilience and the sustainability of CJP/EMU and partner organizations by emphasizing personal, relational, spiritual, environmental, and financial well-being
- offer hospitality, develop relationships, and build inclusive community with both individuals and institutions
- focus on positive long-term and deep-rooted change that links personal and social transformation
- recognize and draw on the capacity for peace in faith-based, spiritual, and secular philosophies
- work to dismantle systems of oppression, including using our resources to proactively counter the drive towards economies of extraction of wealth (in all its forms) from communities
- cultivate leadership at all levels and in all positions and promote a model of shared leadership when working with communities

Admission - CJP

Application Process for Master's Degrees and Graduate Certificates

- **Complete the application** and submit a resume or curriculum vitae. Both must be submitted for your application to be complete.
- **Pay the application fee of \$50 (U.S.)** which can be paid online through [CASHNet](#) (International payments can be made using [Flywire](#).) Cash and check are also accepted.
- **Arrange for official transcripts** from each college or university attended to be emailed directly to EMU.
- **Include three references in your admissions application:** one academic, one professional, and one character. *Only two letters are required when applying for a graduate certificate.* References will be emailed a reference form directly upon application submission. References will be able to submit their reference form directly through the form. Only reference forms received directly from the references will be accepted.

International Applicants

In addition to the above requirements, international students will need to:

- Prior to application review, applicants whose native language is not English, submit scores for either the TOEFL, IELTS, or Duolingo test. CJP requires a 79-80 on the internet-based TOEFL or its equivalent, a 6.5-7.0 on the IELTS, or a 104 on the Duolingo. (Institutional code: 5181)
- After acceptance, submit a financial certificate demonstrating the student's ability to pay and a scanned copy of your passport ID page.
 - These two documents are required after admission in order for the program to issue a student visa application (I-20 form). Our recruitment specialist will contact you with more details about applying for a visa after you have been accepted into CJP.

Because the program works with many international students, the admissions committee assesses applicants' preparedness and fit with the program through transcripts, letters of recommendation, and the essay. (An arts-based option may be accepted in lieu of the essay. Contact cjpadmissions@emu.edu for more details.)

Guidelines and Requirements

Applicants must have an undergraduate degree.* A social science background is preferred but not required. Preference is given to students who have two or three years of paid or voluntary experience - or five years, if applying for the MA in Transformational Leadership - in any type of work that involves making the world more just and less violent. This includes, but is not limited to, community development, social movement organizing, mediation, relief work, restorative justice, working with communities traumatized by injustice or violence, and advocacy. If you want the practical tools and knowledge to help create a more just and equitable world but have been working in an unrelated field, please email the admissions director at cjpadmissions@emu.edu so we can have a conversation about how our programs might meet your goals.

*In exceptional cases admission may be granted to applicants who meet qualifications for a rarely awarded non-Baccalaureate admission. This is typically done for older applicants who have extensive experience in the field and whose undergraduate studies were disrupted by violence.

Applicants should have an undergraduate GPA of at least 2.75 (on a four-point scale). However, those who have a weaker academic background but extensive experience in the peacebuilding field are welcome to apply; if all other admissions requirements are met, the applicant may be conditionally admitted. If the student earns a 3.0 GPA in the first semester of studies, the student's probation status is removed and will be considered fully admitted.

Submission of **GRE scores** is neither required nor recommended.

IMPORTANT NOTICE: Scholarships are awarded at the time of admission review/acceptance. If you would like to apply for a scholarship, please complete the scholarship essay option, which is included as part of the admission application as soon as possible in order to have that scholarship applied to the next academic year. Our academic year runs from August to June. The initial admission review begins March 1 for the following academic year and is rolling until the beginning of a semester.

Academic Policies - CJP

All students taking CJP courses for graduate or undergraduate credit are subject to the policies below and the overall graduate program policies. Exceptions to these policies are at the discretion of the graduate program and will be made in consultation with the academic program coordinator and the student's academic advisor.

Review the university-wide graduate program policies found in [Academic Policies](#).

Advisors

When a faculty member goes on sabbatical or is otherwise absent for part or all of the academic year, the academic program coordinator will assume advising responsibilities in their absence unless alternate arrangements have been made. In the case of certain specialized graduate certificate (GC) programs where mentors are used, no academic advisor will be assigned. Refer to the [Academic Policies](#) on advising for more information.

Class participation and absences

Students should be aware of the importance of regular class attendance (whether in person or online). Being absent for more than one class leads to a student missing a large portion of the class content. In addition to consistent class attendance, students should make every effort to arrive to class on time out of respect for the learning process, fellow students and faculty. Refer to [Academic Policies](#) for more information.

Course extensions, incompletes and continued coursework

For fall and spring semesters, all coursework is due by the end of the semester. For SPI classes, all course work is due by August 20.

If a student will not be able to complete a course on time, the student must submit a request one week before the end of the semester or, in the case of SPI or other non-traditional graduate classes, one week before all coursework is due. If the request is granted, the student will receive an "I" (incomplete) for the course which will later be replaced by a final grade when the work has been turned in on the agreed upon date (nothing will be retained on the student's permanent record noting that the course was completed after the initial deadline). If the request for an extension is denied, the student will receive a grade for the work that has been completed up until the time the course was expected to have been completed. If no work or not enough work to pass the class has been submitted, the final grade will be an F (or a W in unusual circumstances and with the approval of the academic program coordinator).

Extensions will be given only for legitimate and unusual situations. Extensions are contracted by the student with the program for up to a maximum of 6 months after the deadline of the coursework.

To request an extension, send an email to the instructor of the course, your academic advisor (if applicable) and the academic program coordinator that includes the following information:

- Pax # and Course Title
- Reason for requesting an extension
- How much time you are requesting

PLEASE NOTE: Grades for coursework submitted late may be reduced at the instructor's discretion and in line with their course policy on turning in coursework after the due date. If the extension deadline is not met, the instructor will submit the final grade based on what has been received to date.

Under exceptional circumstances, an additional 6-month extension may be granted by special petition to the academic program coordinator, the student's academic advisor and the instructor of the course. To receive this additional extension, a letter of petition is expected with full rationale for the reason the student is unable to finish by the due date and a practical plan on how the student will finish if this extension is permitted. This must be submitted to the above persons at least one week before the end of the first extension. A student is encouraged to use this only when absolutely necessary.

Grading: In cases where students receive extensions for fall and spring courses, instructors are expected to do everything possible to turn in grades one month after all coursework has been submitted to them. If this isn't possible, the instructor will let the student and the academic program coordinator know when to expect the grade and feedback. For all summer coursework, grades and feedback to students should be submitted within a month of the course completion deadline.

Registration: Prior to registering a student, the academic program coordinator may check to see whether the student has any outstanding coursework. If so, the student may be asked to get special permission from their advisor before being allowed to register for additional classes, which will provide an opportunity to discuss their plans for completion of outstanding coursework.

Courses for reduced credit hours

Students are welcome to take 3 SH elective classes for 2 SH with permission of the instructor. A student is permitted to take up to two courses per semester for reduced hours. Syllabi for CJP classes will outline course assignments for reduced hours when applicable or will note if the class is not appropriate to be taken for reduced hours. Please note that 2 and 3 SH courses cannot be taken for 1 SH. Also note that changes to the number of credit hours a student is registered for in the course follow the normal drop/add periods.

Credit hour limit

Graduate students are permitted to take up to 12 SH in the fall and spring terms. Taking more than 12 SH requires written permission to the academic program coordinator from the student's academic advisor. Students can take no more than two SPI courses (5-6 SH) if they plan to return full-time in the fall semester (only one course is recommended for students who plan to do an internship, work over the summer or complete extensive travel).

Directed/independent study coursework

Master's students may take up to two directed or independent study courses (up to 6 SH) during their course of study; graduate certificate students may take one. Approval for these credits to be used

towards the master's (MA) degree or graduate certificate (GC) is given by the student's academic advisor. Refer to the transfer credit policy below for more information.

Email accounts

Each graduate student is supplied with an EMU email address for the duration of their time of study and up to one year following graduation. EMU expects that while a student is enrolled in the program, the student will be responsible for the information sent to their EMU email address, which may include course expectations and deadlines, registration for classes, and community events. Students are welcome to forward their EMU emails to an alternate address or change their [subscriptions](#).

Leave of absence

Graduate students who intend to interrupt their enrollment in the graduate program for more than one full year are required to submit a written request to the academic program coordinator and their academic advisor. This request will then be processed, and a decision will be given to the student. The program may choose to withdraw the student from the program for lack of sufficient academic progress. Acceptable reasons for requesting a leave of absence include, but are not limited to, medical circumstances, inadequate financial resources to continue, or family crises. If a student does not submit a written request for a leave of absence for review and approval, their admission into the program may be revoked, and the student would need to reapply should they wish to continue in the degree program at a later date. Refer to [Academic Policies](#) for more information.

Non-degree seeking students

Non-degree seeking students may enroll to take certain fall or spring courses for graduate credit when there is room in a course. For non-degree seeking SPI students, permission to take the course will be granted by the academic program coordinator. Persons who are not currently degree-seeking students and wish to take CJP courses will be asked to submit a registration form to the academic program coordinator, including information on which course they wish to take and the reason for wanting to take the course. Full preparation for the course and fulfillment of all course requirements is required, in addition to regular attendance and participation.

Pass/Fail courses

For certain CJP courses, like Practicum and Praxis courses, "Pass" is the highest grade possible. The "Pass" grade is not factored into the overall grade point average (GPA). Most classes are evaluated with a standard letter grade range: A, B, C. Refer to [Academic Policies](#) for more information.

Students switching MA to GC or GC to MA

In certain cases a student pursuing a master's degree (MA) at CJP may choose to only finish the graduate certificate (GC). In this case, they are asked to submit their plans in writing to the academic program coordinator and their academic advisor.

In the case where a student is enrolled in the GC program and wants to move to the MA program, this procedure will be followed:

1. The student will submit a written request to their academic advisor and the academic program coordinator.
2. Depending on the length of time they have been in the program, an additional letter of recommendation may be requested.
3. The academic program coordinator will circulate the request with the Admissions Committee for final approval of the internal transfer of program and then communicate the decision to the student and advisor.
4. The student is responsible for the master's curriculum as it exists when they are admitted into the full master's program (not what it was when they began their graduate certificate studies).

Transfer credit

Transfer credits may be applied to a student's program of study with the approval of the academic program coordinator, who will handle decisions on a case-by-case basis in consultation with the student's advisor.

Traditionally, a maximum of 6 SH may be applied to the MA degree (3 SH for a GC). Additional semester hours may be considered for transfer under special circumstances. All transfer work must have a grade of A or B and have been completed for graduate credit at an accredited college or university. Transfer credit taken more than five years before a student is admitted may not be used to satisfy degree requirements. Students requesting to transfer work must submit the request in writing with an official transcript from the university which previously awarded the credit.

Please note that the normal expectation is that no more than 6 SH for a GC student and no more than 12 SH for an MA student would come from outside normal CJP coursework. Credits coming from outside CJP coursework might be comprised of transfer credits from outside EMU or courses taken in other EMU graduate programs or the seminary.

Transfer of credits completed at EMU to another institution is at the discretion of that institution. Candidates should check with the institution to which they wish to transfer regarding the transferability of EMU credits.

Student pursuing two GCs or a GC and an MA from CJP

This policy is intended to clarify the credit hour and curriculum requirements should a student wish to pursue completion of two graduate certificates (GC) at CJP or a GC and an MA degree both within CJP.

If a student wishes to pursue two graduate certificates - Conflict Transformation (CT) and Restorative Justice (RJ) - a total of 6 credit hours will be shared between the two programs. The core (Foundations 1 OR Analysis: Understanding Conflict AND Formation for Peacebuilding Practice) will be satisfied for both programs. Outside of those 6 SH, the student will need to take the number of additional credit hours and the specific courses needed to satisfy GC requirements. If a student wishes to pursue a GC in CT alongside an MARJ or MATL, an additional 3 SH is required. If a student wishes to pursue a GC in RJ alongside the MACT or MATL, an additional 6 SH is required, and specific RJ requirements for

the GC must be fulfilled. *In the instance that a student has already taken courses that are required courses in the second program being added, they do not have to retake those courses but will need to select additional courses to fill out the required credit hours and meet their learning objectives. The academic program coordinator will review individual cases and can make a decision on a case-by-case basis to accept more credit hours. Especially in cases where a recent GC graduate (like WPLP) wishes to add on the MA degree, it may make sense to consider bringing in all the credits.*

Degree Requirements - CJP

Master of Arts in Conflict Transformation Requirements

Degree: Master of Arts

Semester Hours: 45

The Master of Arts in Conflict Transformation (MACT) is awarded upon successful completion of 45 semester hours (SH). This includes an 15 credit required core, a high level conflict transformation course, a fall or spring skills assessment course, electives, and the practicum. Students work with an academic advisor to establish a course of study that will meet that student's vocational goals. When pursued full-time, the program can be completed in two academic years; limited-residency students normally finish in three to five years. Normally all students are required to take 5-6 credits of their MACT residually, on EMU's campus, with one of those courses being PAX 635.

To graduate the student must meet all course and practicum requirements, earn a minimum GPA of 3.00, master the program assessment criteria for competency, and obtain formal approval of the faculty for graduation.

Master of Arts Core (15 SH)

- Foundations 1 sequence
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- Foundations 2 sequence (6 SH)
 - PAX 635 Global Challenges, Local Struggles and Transnational Solidarities (3 SH)
 - One elective course from an approved list of courses (3 SH)
- PAX 535 Research Methods for Social Change (3 SH)

Conflict Transformation Required Courses (6 SH)

- PAX 665 Designing Processes for Conflict Transformation (fall) (3 SH)
 - *Please note this is a new requirement for MACT students beginning Fall 2022*

And choose one of the following:

- PAX 601 Mediation & Negotiation (fall) (3 SH)
- PAX 676 Restorative Justice Practices (spring) (3 SH)
- PAX 610 Facilitation: Process Design & Skills for Dialogue, Deliberation & Decision-making (spring) (3SH)

Electives (18-21 SH)

- Additional skills courses, other PAX courses, or other courses decided with your faculty advisor based on your interests and goals. CJP's annual Summer Peacebuilding Institute is also an excellent opportunity to pick up interesting elective courses taught by practitioner experts.

Practicum (6-9 SH)

- PAX 682 Practicum
 - CJP accepts one student petition per year to complete PAX 683 Thesis in lieu of PAX 682 Practicum

Master of Arts in Restorative Justice Requirements

Degree: Master of Arts

Semester Hours: 45

The Master of Arts in Restorative Justice (MARJ) is awarded upon successful completion of 45 SH. This includes a 15 credit required core, 9 credits of required restorative justice courses, cross-disciplinary elective courses, and the practicum. Students work with an academic advisor to establish a course of study that will meet that student's vocational goals. When pursued full-time, the program can be completed in two years; limited-residency students normally finish in three to five years. Normally all students are required to take 5-6 credits of their MACT residually, on EMU's campus, with one of those courses being PAX 635.

To graduate, the student must meet all course and practicum requirements, earn a minimum GPA of 3.00, master the program assessment criteria for competency, and obtain formal approval of the faculty for graduation.

Master of Arts Core (15 SH)

- Foundations 1 sequence
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- Foundations 2 sequence (6 SH)
 - PAX 635 Global Challenges, Local Struggles and Transnational Solidarities (3 SH)
 - One elective course from an approved list of courses (3 SH)
- PAX 535 Research Methods for Social Change (3 SH)

Restorative Justice Required Courses (9 SH)

- PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)
- PAX 676 Restorative Justice Practices (3 SH)
- PAX 677 Restorative Justice and Whole System Approaches (3 SH)

Electives (12-15 SH)

- Additional skills courses, other PAX courses, or other courses decided with your faculty advisor based on your interests and goals. CJP's annual Summer Peacebuilding Institute is also an excellent opportunity to pick up interesting elective courses taught by practitioner experts.

Practicum (6-9 SH)

- PAX 682 Practicum (CJP accepts one student petition per year to complete PAX 683 Thesis in lieu of PAX 682 Practicum.)

Master of Arts in Transformational Leadership Requirements

Degree: Master of Arts

Semester Hours: 36

Core courses (21 SH)

These courses are available in an online or hybrid format.

- Foundations 1 sequence
 - PAX 533 Analysis for Conflict Transformation (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- PAX 535 Research Methods for Social Change (3 SH)
- OLS 510 Leadership for the Common Good (3 SH)
- MBA 560 Stewardship, Innovation, and Entrepreneurship (3 SH)
- PAX 568 Transformational Leadership for Creating Change OR MOL 620 Transformative Leadership in Dynamic Contexts (3 SH)
- Praxis courses
 - PAX 507 Praxis: Personal & Community Formation (1 SH)
 - PAX 508 Praxis: Project (1 SH)
 - PAX 509 Praxis: Integrative Capstone (1 SH)

Skills Electives (at least 6 SH)

A variety of courses focusing on leadership skills are available. Topics include:

- Group facilitation and designing facilitated processes
- Mediation and negotiation
- Program evaluation
- Circle processes
- Finance and accounting
- Project management and grant writing
- Ministering in times of trauma
- Pastoral care

Focus-Area Electives (9 SH)

These will be selected from CJP course offerings through consultation with program mentors to help the students meet their professional development goals. Courses may include, but are not limited to:

- CM 631 Churches and Social Transformation (3 SH)
- CM 654 Race and Religion in America (3 SH)
- CM 724 Racial Healing and the Blue-Eyed Soul (3 SH)
- OLS 530 Organizational Behavior (3 SH)
- PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)
- PAX 677 Restorative Justice & Whole Systems Approaches (3 SH)
- PAX 615 Leading Organizational Change (3 SH)

Currently, other OLS and MOL courses can be completed upon request with departmental permission.

Graduate Certificate Requirements - CJP

Graduate Certificate in Conflict Transformation Requirements

Semester Hours: 18

This graduate certificate is designed for professionals who wish to develop secondary skills to further their work and organizational mission. The certificate can be completed in two semesters, two summers, or through a combination of summer, online and weekend courses. Students work with an academic advisor to develop a program that meets their needs.

Required coursework (9 SH)

- Foundations 1 sequence
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- PAX 665 Designing Processes for Conflict Transformation (3 SH)
 - *Please note this is a new requirement for GCCT students beginning Fall 2022*

Electives (9 SH)

Additional skills courses, other PAX courses or other courses decided with your faculty advisor based on your interests and goals. CJP's annual Summer Peacebuilding Institute is also an excellent opportunity to pick up interesting elective courses taught by practitioner experts.

Graduate Certificate in Restorative Justice Requirements

Semester Hours: 18

Restorative Justice (RJ) practitioners work with those affected by crime, violence and abuse to identify or create outcomes that heal relationships while holding those responsible accountable for the harms that were done.

Unique features of this certificate program:

- Earned through graduate courses also taken with master's degree students at CJP
- Allows working professionals to continue working while completing their studies
- May complement an existing graduate degree or build on an undergraduate degree
- Issued by EMU's Center for Justice and Peacebuilding, a recognized leader in the field

Are you a criminal justice professional, an educator, religious leader, or a community organizer feeling burnt out and unclear about how to really help individuals and groups that have been involved in harmful encounters? This certificate may be all you need to revitalize your vision and work.

Are you a restorative justice practitioner or an international transitional justice consultant? This certificate will help you reflect on your work and increase your knowledge and skills.

This graduate certificate is 18 SH, which consists of 6 SH in conflict analysis and formation for peacebuilding practice, 6 SH of restorative justice studies, and 6 SH of electives. The certificate can be completed in a variety of ways: through courses taken during the annual Summer Peacebuilding Institute (SPI), through the combination of one semester on campus and one summer term, or part-time studies over a longer period of time.

Required coursework (12 SH)

- Foundations 1 sequence
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)
- PAX 676 Restorative Justice Practices OR SPI restorative justice skills course (3 SH)

Electives (6 SH)

- Additional skills courses, other PAX courses or other courses decided with your faculty advisor based on your interests and goals. CJP's annual Summer Peacebuilding Institute is also an excellent opportunity to pick up interesting elective courses taught by practitioner experts.

Course Descriptions - CJP

Note that some courses contain a link to recent syllabi. Please do not rely on these syllabi for upcoming course information; it's likely the instructor and the time/day/location listed in the syllabus won't be accurate. Additionally, the classes listed below are regular course offerings (most of which are offered in the fall and spring semesters). Many additional electives are offered yearly through our Summer Peacebuilding Institute/SPI.

PAX 507 Praxis: Personal and Community Formation (1 SH)

This pass/fail course for MA in Transformational Leadership (MATL) students contributes to creating a foundation for the student's personal development and supports the development of the learning community that supports students throughout their time at CJP and beyond. Learning in a community is a key brand differentiator for CJP. This course supports that community process while also supporting each student individually. This online course will include significant one-on-one coaching from the instructors, as well as small group and class reflection and learning activities. This course will explore themes of vocation/purpose, community creation, professional development and leadership.

[View Syllabus](#)

PAX 508 Praxis: Project (1-2 SH)

Praxis Project involves the online experience of connecting to a practice community of other transformational leaders and coaching faculty while implementing a project in their organization or home community. A mix of asynchronous assignments and synchronous meetings allow students to engage in course material, engage in collective brainstorming of practice challenges/barriers, view transformational leadership through an emergence lens, and refine leadership skills in complex projects and programs.

Praxis Project is designed to be taken alongside another course to help students think through projects, programs, and/or interventions. Throughout the course, students will explore the MasterMind

methodology and receive training in leading and participating in a MasterMind group, explore Human Systems Dynamics and the concept of the “the next wise step,” and live into trauma-informed and resilient interpersonal engagement.

Praxis Project is a one- or two-credit pass/fail course; whether a student passes or fails is determined by whether a student attends course online sessions, and whether assignments are turned in on time, and meet all requirements laid out in the assignment’s guidance note.

[View Syllabus](#)

PAX 509 Praxis: Capstone (1 SH)

The intent and design of Praxis: Capstone is to provide guided reflection in four areas: 1) Being a reflexive practitioner in transformational leadership; 2) Integrating and evaluating theories of change in their project context; 3) Adapting to emergent contexts with critical theory lenses; 4) Revisit and review goals and reflections on vocation explored in PAX 507.

Praxis: Capstone involves the online experience of integrating all MATL course materials and experiences in a reflective environment to assist students in mentally and physically documenting their work. A mix of asynchronous assignments and synchronous meetings allow students to reflect on their identities, theories of change, skill sets, challenges and barriers, and critical theory in their dynamic and ever-changing context.

Critical theory lenses will guide students in reflecting on their experiences, theories of change, and project(s) as they prepare for their capstone presentations.

Praxis: Capstone is a one-credit pass/fail course; whether a student passes or fails is determined by whether a student attends synchronous sessions and whether assignments are turned in on time, and meet all requirements laid out in the assignment’s guidance note.

[View Syllabus](#)

PAX 516 Program Evaluation Through Qualitative Research (3 SH)

This blended course is designed to help undergraduate and graduate students understand and practice the implementation of program evaluation through the methodologies of qualitative research. Historic and contemporary sociological and anthropological approaches (Western and Indigenous) will provide the theoretical and philosophical background for our work, but the focus will be on practical applications of qualitative methodology in evaluation. Students will practice conducting structured and semi-structured interviews, focus group interviews, coding interview transcripts, and will practice designing an evaluation: working with a client, determining appropriate methods, collecting data, analyzing the data, interpreting the data, and communicating the findings. This course complements, but does not take the place of other research and evaluation courses that focus entirely on either research or evaluation.

The course format is participatory, experiential and adaptive. Students will conduct an actual professional evaluation of an on-going program; consequently, students will find themselves leading and/or participating in processes with which they have no prior experience. Further, the syllabus, readings and assignments may need to be adapted to meet the changing needs of the program. The course involves a significant amount of group work; each participant is advised to consider that

requirement in relation to personal obligations, distance from campus, ease of meeting with other students and individual willingness to participate in a work team.

This course will be exploring ideas and experiences that have caused harm and traumagenic responses in people's lives and communities when developing the program evaluation with the client. With this in mind, we will be utilizing a Trauma-Informed Classroom Care Model [Cless, J. D. & Goff, B. 2017. Teaching trauma: A model for introducing traumatic materials in the classroom. *Advances in Social Work*, 18(1), 25-38.]. Elements of this model include:

- *Trauma Exposure* - Course objectives may expose students to elements of trauma and trigger traumatic stress.
- *Reactions to Trauma* - How a student responds to traumagenic information or events varies from student to student and depends on personal history. This course will utilize three phases of trauma recovery: Safety, Remembrance and Mourning, and Reconnection (integration).
- *Student Disclosure of Trauma* - Students have the opportunity to disclose personal experiences of trauma in a variety of ways. These might include: individual meeting with the instructor, during on-campus discussions, or in writing through personal reflection, email, writing/class assignments.
- *Flexibility* - Students with higher levels of reactivity to course content will be met with a higher level of flexibility.
- *Course Progression* - The instructor will inform students of the topics and progression of the course.
- *Assessment* - Assessments are used to not only measure progress toward stated objectives and student learning but also monitor student reactivity. This will be done through weekly warm-ups, reflection papers, circle processes, and projects.

Prerequisite: PAX 535 Research Methods for Social Change; or permission of the instructor.

View Syllabus

PAX 520 - PAX 529 (AUDIT ONLY)

CJP attempts to offer a wide variety of courses on critical issues and skills needed in the peacebuilding field. Especially in our Summer Peacebuilding Institute (SPI) each May and June, we offer new topics courses based on what we are hearing is needed most out in the field. These professional development topics courses are one time offerings that may or may not be offered again and are not a required part of the graduate program. In these instances the courses are not offered for graduate credit, but only participation audit.

PAX 532 Formation for Peacebuilding Practice (3 SH)

As individuals working for peace, social justice, reduction of violence, and the possibility of reconciliation, we are the instruments of the work. How can we best prepare ourselves to take constructive action whether in a professional role or in a personal relationship? This course will explore four areas of awareness and accountability essential for effectiveness in our action efforts. These areas of content and engagement, described more fully in the syllabus, are self-awareness, self-assessment, self-management, and self- and community care.

In focusing on these four areas, we'll consider the roles we play, the skills we have and need, and the processes available to us for doing the work. The intensive on-line experience will make use of in-person

instruction and conversation, video inputs, personal action and reflection, paired and plenary discussion, demonstration/presentation and a sampling of non-traditional forms of learning and integration (e.g. arts-based methods, play, music/rhythm, etc.). We will also plan and practice (as appropriate) selected strategies for structuring conversations and decision-making. Course participants will strengthen their abilities to understand and manage self, attend to self/communal care, and assess appropriateness of action. And in this unusual time globally, we will practice and reflect on physical, intellectual, emotional, social and spiritual elements of well-being and growth. *This course is being offered for 3 graduate academic credits. It cannot be taken for reduced credit or as training.*

This course is taught during our annual Summer Peacebuilding Institute and will take place online in 2021 (www.emu.edu/cjp/spi/).

[View Syllabus](#)

PAX 533 Analysis: Understanding Conflict (3 SH)

Analysis focuses on understanding the factors that cause conflict and violence and those that support peacebuilding and social justice. Good conflict and injustice analysis skills are a central component of designing effective strategies for promoting social change that transforms conflicts and supports justice.

In this course, we will engage with each other and with course materials to develop and refine our skills for analyzing situations of conflict and injustice in order to identify opportunities for transformative action. We will use a variety of analytical models or lenses, including identity (gender, religion, nationality, etc.), human needs, narrative, power, culture, worldview, and others to understand conflict. We will also work with case studies of conflicts at multiple social levels (personal, relational, structural, and cultural) to practice our analysis skills and identify opportunities to take action.

Participants will also practice self-analysis skills by paying attention to their own roles and biases in conflicts and how that affects their ability to “see” and describe conflict from different perspectives. The class will also focus on research strategies for gathering and organizing data and developing theories of change as an intermediate step from analysis to designing effective social change. For the final project, participants will select a situation and conduct their own analysis.

The course will be taught using a combination of asynchronous (self-paced) activities and synchronous activities. This course is for academic credit only. It requires participation in synchronous sessions on Mondays and Wednesdays May 17 – June 16 and follow-up assignments due in July and August.

Course work to be completed by August 20.

This course is taught during our annual Summer Peacebuilding Institute and will take place online in 2021 (www.emu.edu/cjp/spi/).

[View Syllabus](#)

PAX 534 Foundations for Justice & Peacebuilding 1 (6 SH)

Foundations 1 and 2 give an overview of social justice and peacebuilding practice and its multi-disciplinary, multi-level aspects. This course, Foundations 1, addresses personal, interpersonal, small group, and organizational-level conflict transformation and social change. Foundations 1 will center on personal formation, basic action research, analysis for understanding conflict and injustice, peacebuilding and justice practice, theories of change, practitioner roles, essential skills and processes in our work, and basic process design.

Foundations 2 focuses on communal and societal levels of conflict and social change, centering on critical theory, analysis, power, structural and macro-level engagement, larger group processes, process design and more. See the Foundations 2 syllabi for course options or discuss options with your academic advisor.

Whether you take one or both courses, you will integrate personal formation including self-awareness, critical self-assessment, self-management and self- and communal care, ethical application of theory, technical utilization of research and analysis tools, and systematic processes of planning and implementation for intervention or action across many sectors and at different levels of society.

Foundations 1 is constructed to assist you to integrate these vital elements - personal formation, theory, research, analysis and practical skills and processes – into your justice work and peacebuilding practice. You will be introduced to basic literature and theory of the fields; explore conflict transformation from an individual, interpersonal and community level; consider the dynamics of conflict and injustice, and experience the practice of peacebuilding through reading and discussions, video lectures and other engagements, group work, and interactive case study.

Skills competencies are emphasized in the areas of personal formation, conflict analysis and assessment, communication, construction of theories of change, strategies for intervention in interpersonal, intra- and intergroup conflicts, and basic process design. Basic processes that help structure conversations (such as negotiation, mediation and facilitation), nonviolent social action, accompaniment and coaching strategies as well as informal and other transformative processes are highlighted and can be practiced. This course employs the action-reflection learning cycle as the undergirding educational framework throughout the semester.

Foundations 1 cannot be taken for reduced credit or for professional education/training. Those students enrolling in the BA to MA program will register in the PXD 494 section of the course.

View Syllabus

PAX 535 Research Methods for Social Change (3 SH)

“Research Justice’ is achieved when communities reclaim and access all forms of knowledge to affect change between community voices and those of institutions.”

Emancipatory peacebuilders, academics, and broader social justice movements use research to illuminate obscured relationships between power and oppression, cultivate stories, identify theories of change, and document histories and cultures of resilience. However, the dominant Euro-Western research methods and methodologies many practitioners learn often replicate the very paradigms and power relationships those in the justice and peacebuilding field seek to displace. Consequently, only certain forms of knowledge are valued and sought out, which subjugates indigenous and community-based ways of knowing and being. Therefore, this required 3-credit course for all MA candidates equips students with an expansive and justice-oriented qualitative research framework that introduces pathways for research to advance social change. This course is designed to invite all to explore their curiosities through inquiry in pursuit of a world with more justice and peace.

[1] DataCenter for Research Justice. (2015). *An introduction to research justice* [PDF], p. 6. Retrieved from <http://www.datacenter.org/new-toolkit-an-introduction-to-research-justice/>.

This course is not available for reduced credit or professional development. In addition to this course, students will be strongly advised to take one of the existing applied research project courses or complete a research project as part of another course or their practicum placement.

[View Syllabus](#)

PAX 540 STAR Level 1 (2-3 SH)

Whether working in advocacy, healthcare, education, government, care-giving, activism, or in any kind of leadership or community building capacity, stressors add up - particularly in the midst (and aftermath?) of pandemic. Research and experience demonstrate that unaddressed trauma often leads to conflict and violence against self or with others, as trauma-affected people act out against others or become self-destructive. STAR combines theory with experiential learning to increase awareness of the impacts of trauma on the body, brain, beliefs and behaviors. The course offers tools for addressing trauma and breaking cycles of violence.

STAR's multi-disciplinary framework draws on several fields of theory and practice to support healthy, resilient individuals and communities: trauma and resilience studies (including neurobiology), restorative justice, conflict transformation, human security, and spirituality. STAR centers participants' experience and insights, while offering activities, resources, and a theoretical model to support a journey toward understanding and interrupting cycles of violence at the individual, communal and societal levels.

Learn more about STAR on the [STAR website!](#)

[View Syllabus section A.](#)

[View Syllabus section B.](#)

PAX 568 Transformational Leadership for Social Change (3 SH)

Complex, dynamic and frequently chaotic environments are the norm for today's leaders. Few if any leaders have the luxury of predictability or equilibrium. Instead leaders must develop the ability to maximize opportunities and leverage uncertainty. In this course we pair *Appreciative Inquiry* with *Critical Theory* approaches to learn about balancing the contradictory impulses of disruption and integration. We will unpack some value-loaded terms: social justice, peace, negotiation, organization, equity, empathy, ethics, reconciliation, sustainability and social change; and conceptualize the "Lead Together" mission of EMU. Together we explore the forward reaching capacities that leaders need in order to thrive amidst the paradox and turbulence of the future.

This class is a core requirement for all MATL students.

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PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)

This course provides a critical examination of the values, principles, and practices of restorative justice. It provides a unique opportunity to explore the philosophy of restorative justice from various perspectives, and as it is applied in various contexts. Our primary starting point is the U.S. criminal legal system and the problems posed by its dominant responses to harm and violence. We examine how restorative justice presents a contrasting philosophy of justice that addresses the needs of multiple stakeholders, draws from faith-based and indigenous approaches, and challenges interpersonal and structural forms of harm. We also explore intersections and applications of restorative justice with

multiple fields and movements including racial justice, trauma healing, education, youth development, and transitional justice.

This is a core requirements for MA in Restorative Justice students. This course is offered every fall and in the Summer Peacebuilding Institute.

[View Syllabus](#)

PAX 585 Global Development (3 SH)

This course introduces you to the field of global development through examining both the history of the field and the current debates and challenges faced by development practitioners. The purpose is to explore and critically evaluate the basic assumptions underlying the competing theories and current approaches towards alleviating poverty and global inequality. This course approaches the phenomenon of development in its broadest sense as the study of change, with attention to global justice, equity, and the historical links between development, colonialism, and global capitalism. In the course, we will explore what development means, how to measure it, and how to understand attempts to balance between economic, ecological, and equity concerns. The course engages the key propositions that emerge in contemporary development debates, and offers frameworks for evaluating theories, interventions and policies. With attention to power relations, we will consider critiques of the development project sensitive to race, gender, ecology and other political economy traditions, in dialogue with the dominant understanding of development as technical interventions for enhancing the market mechanism. This will provide a foundation for uncovering and assessing social and political structures, institutions, inequalities, and development policies as theories meet practice. [This course is cross-listed with undergraduate course PXD-485.]

[View Syllabus](#)

PAX 570 Community Organizing and Nonviolent Mobilization for Social Change (3 SH)

Recent years have witnessed a wide range of community organizing and nonviolent campaigns and movements across the world. Community organizing is fundamentally a project of power building within and among groups of people marginalized from existing power structures. What does it take to create sustainable social change in the face of institutional and political resistance? What does it mean to work towards the vision of a nonviolent world?

In this course, we look at the power of people to effect change through social movements using strategic nonviolence, direct action, community organizing, and advocacy. We begin by asking what community is and how power functions and proceed to learn about issues, tactics, and campaigns that have been used in fights for local change over the past century and continue to be used today. We examine the theory, practice, history, and research behind nonviolent campaigns and social movements; revisit and reframe classic debates; explore case studies and our own experiences; practice key assessment, planning, and tactical skills; and apply what we have learned to issues we care about. We work to understand how local concerns and campaigns to address them are situated within larger structures of power and inequality. We also consider how nonviolence needs to synergize peacebuilding approaches to be effective.

In addition to engaging in classroom discussions and activities, readings and multimedia resources, and group research and presentations on real-life scenarios, opportunities to contribute to planning and carrying out an action will be built into the learning experience. This includes a weekend trip to

Washington DC to participate in the advocacy and lobbying efforts with government representatives. [This course is cross-listed with undergraduate course SOC-470.]

PAX 601 Mediation and Negotiation (3 SH)

Negotiation is the fundamental process by which human beings discern how to resolve differences and move forward together—whether in a family, a local community, an organization, a society, or a world community. Mediation adds a third party to the negotiation process, and has proven remarkably effective in resolving and even transforming certain disputes. This course will train participants to be effective negotiators and to serve as impartial mediators, but will also explore the varying contexts in which these processes take place and the variety of perspectives and worldviews that parties bring to a negotiation or mediation process.

For CJP MA in Conflict Transformation students this course satisfies the skills assessment course requirement. Each student will be evaluated by the instructor and by class peers for competency in mediation and negotiation skills.

[View Syllabus](#)

PAX 610 Facilitation: Process Design & Skills for Dialogue, Deliberation & Decision-Making (3 SH)

This course is designed to develop participants' capacities as skillful facilitators and to enable them to design and lead effective group processes for dialogue, deliberation and decision-making. The course is structured around six all-day class sessions that are complemented by observation of real meetings and mentored, applied practice as facilitators in the community.

We will learn methods appropriate for guiding community and organizational meetings, conducting public processes, and for enabling difficult dialogues across conflict divides. Participants will learn how to assess the needs of the group and then to design processes to address them. This will include processes to help groups improve understanding, strengthen relationships, engage in collaborative problem solving and make effective decisions. Participants will become familiar with a variety of methods and techniques to achieve process goals, whether it is a group of three or 3,000.

Through a variety of readings, exercises and reflections, the course will assist participants' formation as reflective practitioners enabling group processes. We will focus on developing self-awareness and awareness of group dynamics, while cultivating openness and offering a calm presence even in the midst of high levels of anxiety and conflict. We will consider a variety of facilitator roles and functions and critically assess the ethics and appropriateness of these for different types of situations, including with evident power imbalances and systemic oppression. While rooted in a North American peacebuilding paradigm, we will aim to also explore facilitation in other cultural traditions and raise awareness of the challenges of facilitating cross-culturally.

This course is designed for participants enrolled in CJP's graduate studies program and presumes knowledge of basic conflict analysis and peacebuilding concepts and methods. As such, Foundations 1 or an equivalent course is preferred. *This class qualifies as a skills assessment course for the CJP MA degree.*

[View Syllabus](#)

PAX 615 Leading Organizational Change (3 SH)

Whether for-profit, not-for-profit, or governmental, every organization today exists in a rapidly

changing set of environments. Organizations that fail to adapt to these changes face decline and eventual death. However, organizations that lurch reactively from crisis to crisis are equally vulnerable to being selected out. Needed are leaders able to steer an organization through adaptive change processes in ways congruent with the organization's deepest values. This seminar course will equip participants with the tools to understand organizational systems, to assess their changing environments, and to lead adaptive change processes. It is based on the theory and research of the organizational development field and the emerging literature regarding complex adaptive systems, as well as on the lived experience of participants. Seminar participants will accompany local organizations through assessment and intervention processes, gaining hands-on experience in leading change.

This is one of several seminar courses that are geared primarily to second year graduate students at the Center for Justice & Peacebuilding. They require that a student have taken Foundations 1 & 2 unless otherwise noted. These seminar courses will be capped at 15 students, with up to 18 students with special instructor permission. Students from other graduate programs should meet with the professor to determine the suitability of the course for their learning goals. In order to participate in this particular advanced seminar, students will be required to have completed either PAX 534 Foundations 1 (offered by CJP) OR OLS 530 Organizational Behavior (offered by EMU's Organizational Leadership program).

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PAX 634 Foundations for Justice & Peacebuilding 2 (6 SH)

Foundations 1 and 2 give a comprehensive overview of justice and peacebuilding practice and its multi-disciplinary, multi-level aspects. Foundations 1 centered on personal, interpersonal, small group and organizational transformation analysis, theory and practice. Foundations 2 focuses on communal, societal and global processes of transformation, with particular attention to the relationship between power and the production of justice and peacebuilding theories and practices. Throughout the two courses, you will be required to understand and integrate ethical application of theory, technical utilization of analysis tools, and systematic processes of planning and implementation for practice interventions across a myriad of sectors in society.

In this course, faculty continue to coach students as they further develop their knowledge and skills for dealing with conflict and situations of injustice and building sustainable peace, with increased sensitivity to race and gender as well as history, and political economy. Students work individually and in teams to learn new theories and concepts and to apply these ideas and skills to cases that progress in complexity from the community to the national and global levels (and back again). Throughout the course, we also examine the intersections and overlaps among the local and the global.

Students continue to develop their self-awareness as well as their capacity for professional judgment and reflective practice. Students become familiar with theories and frameworks that help explain the causes and dynamics of larger-scale conflicts, injustice and structural violence. They explore the roles of social-movement organizations, practitioner groups and policy engagement for dealing with such situations. Students prepare for future employment by completing assignments that develop professional skills, including but not limited to: communicating complex ideas clearly and succinctly, working in teams on complex projects, researching strategies and moving from analyzing a situation of injustice or conflict to designing and preparing strategies to impact that situation.

Foundations 2 is required for all MA in Conflict Transformation and MA in Restorative Justice students.

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PAX 635 Global Challenges, Local Struggles, and Transnational Solidarities (3 SH)

This course will focus on social and global processes of transformation by exploring global challenges, local experiences and struggles, and transnational solidarities that emerge in response to those challenges. It will be concerned with institutions, relations of power, and the relationship between power and the production of justice and peacebuilding theories and practices. It will pick up where Foundations 1 left off, aiming to add to students' comprehensive overview of justice and peacebuilding practice and its multi-disciplinary, multi-level aspects.

Whereas Foundations 1 centered on personal, interpersonal, small group and organizational transformation analysis, theory and practice, this course will equip students to further develop their knowledge and skills for dealing with conflict and situations of injustice and building sustainable peace. Particular focus will be given to social, state, and political change with increased sensitivity to race, gender, ecology, and other political economy traditions. Particular attention will be given to the colonial legacies and decolonial possibilities in justice and peacebuilding, exploring decoloniality as both an epistemic and a political project.

Action and struggle for justice and peacebuilding are always found in peoples' local, place-based experiences, but to gain understanding in order to effect change, we have to explore their global features. To do this we will examine the intersections and overlaps among the local and the global, including the transnational solidarities that connect local struggles around the world. Students will become familiar with theories and frameworks that help explain the causes and dynamics of larger-scale conflicts, injustice, and structural violence. Students will work individually and in small groups to apply these ideas and skills to cases that progress in complexity from the community to the national and global levels (and back again). Students will also continue to develop their self-awareness as well as their capacity for professional judgment and reflective practice with attention to vocation, values, ethics, faith and spirituality.

This course is required for all MACT and MARJ students.

Please note: for the 2022-2023 year academic year, PAX 635 plus a 3 credit hour course from an approved list will satisfy the Foundations 2 sequence.

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PAX 640 STAR Level 2 (2-3 SH)

Strategies for Trauma Awareness and Resilience (STAR) Level 2 invites people who have started to bring trauma awareness into their life and work for greater resilience to deepen their knowledge and skills. In Level 2, participants have a chance to:

- review and deepen learning around trauma awareness and resilience
- grapple with the complex realities and implications of structural and historical harms
- practice and deepen capacity for trauma-informed facilitation, and
- share plans and questions, while connecting with others who are applying STAR learning in their lives and work.

STAR Level 1 provides foundational content for this course. In Level 2, we continue to focus on trauma's impacts on body, brain, beliefs and behavior; how those impacts often lead to cycles of

violence; and possibilities for breaking free from cycles of violence and building resilience. Participants in STAR Level 2 will also have the opportunity to join the STAR Practitioner learning community for ongoing connection and exchange as well as conceptual and practical resources.

Participants must have applied STAR concepts personally or professionally since completion of STAR Level 1 training (normally for a period of about 3-6 months). STAR 2 is also offered in the Summer Peacebuilding Institute.

Learn more about STAR on the STAR website!

[View Syllabus](#)

PAX 665 Designing Processes for Conflict Transformation (3 SH)

Many of the systems in which we live and work are dysfunctional and mired in conflict. One strategy for transforming them is through deliberative dialogue processes that engage the whole system: whether community, organization or society. Such processes can enable us to respond creatively to our most complex challenges and move us toward more equitable, just and positive relationships and structures. Through this class, we will explore how complexity and identity theories, conflict analysis, and power assessment inform collaborative process design. We ask tough questions about what kind of processes are relevant for cultivating different phases of change and explore ethics underpinning the praxis of process design rooted in awareness of our 'positionality' in the system. We will learn about many process methodologies such as Appreciative Inquiry, Courageous Conversations, Emergent Strategies, Narrative Practice, Open Space, Polarity Management, Transformative Scenario Planning, World Café, and others. We will critically explore their underlying theories of change and theories of practice in ways that enable participants to become more creative and astute process designers. This class will be most appropriate for participants who already have some familiarity working with groups and is ideal for those with some facilitation practice experience.

This online class is a 3 SH requirement for any students in the GC in Conflict Transformation or MA in Conflict Transformation programs.

PAX 672 Circle Processes (1 SH)

This course will introduce participants to the peacemaking circle process and explore:

- Foundational values and philosophy of peacemaking circles,
- Creating safe, brave, and respectful space for dialogue,
- Consensus decision making,
- Structure of the circle process,
- Facilitation of the circle process,
- Practical applications of circle process,
- Conflict as opportunity to build relationships,
- Problems and challenges in circles.

This course will use the peacemaking circle process as the primary form of group work.

This course is intended to provide experience in the circle process as well as an understanding of the foundational values and key structural elements for designing and conducting peacemaking circles. The

class will prepare students to design and facilitate peacemaking circles in culturally diverse settings and situations.

3 SH version of this class is typically offered during our annual Summer Peacebuilding Institute (www.emu.edu/cjp/spil).

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PAX 673 Independent Study (1-3 SH)

Course work undertaken through independent study must be approved by the student's academic advisor and completed in collaboration with a supervising instructor.

Please note: Directed/independent study courses will only be approved for students who have demonstrated the ability to do independent work (and therefore not approved in the first semester of a student's program). See the registrar or your advisor to learn about independent study options.

PAX 676 Restorative Justice Practices (3 SH)

Restorative justice originated as a *practice-based discipline*. Awareness of restorative justice continues to expand the opportunities to identify and address harms and to make amends in all sectors of personal, community, professional, and institutional settings. Whilst considered a 'practice' in models such as Victim Offender Conferencing/Dialogue, Family Group Conferencing, and Circle Processes, this course also explores restorative justice principles prevalent in emerging professions, work environments, community, and educational settings.

The emphasis of this course is developing yourself as a practitioner. Students will achieve this through active engagement of case studies, developing a resource toolbox, reflective self-assessment, group feedback, instructor feedback, engaging with professionals, and most importantly, practice as a facilitator.

For MA in Conflict Transformation or Restorative Justice, this satisfies the skills assessment course requirement if taken for 3 credits and is a required course for all students enrolled in the MA and Certificate in Restorative Justice programs. PAX 571 Restorative Justice is a prerequisite for this class unless special permission granted.

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PAX 677 Restorative Justice & Whole Systems Approaches (3 SH)

Restorative Justice has largely been applied to addressing interpersonal harms, that is to say, harm that results from the actions of private individuals. Yet many pervasive harms are carried out by governments or corporations - or individuals acting in the course of their formal institutional roles. Such past and ongoing harms include police violence, groundwater contamination, lung cancer, prison abuse, Native American boarding schools, housing discrimination, and civilian casualties in military operations. Moreover, institutional action and inaction can be regarded as contributing to all interpersonal harms or their root causes. This course will examine the relationship between institutional and interpersonal harms and dissect systemic harm as a product of the two. Through case study research and discussions, we will explore the potential role and limitations of restorative, transitional, and transformative justice principles and practices in building institutional accountability for systemic harms. As needed, we will imagine new frameworks and approaches.

This is one of several seminar courses that are geared primarily to second year graduate students in the Center for Justice & Peacebuilding. These seminar courses will be capped at 15 students, with up to 18 students with special instructor permission. This course satisfies a core requirement for MA in RJ students. Students from other graduate programs should meet with the professor to determine the suitability of the course for their learning goals. In order to participate in this advanced seminar, students will be required to have completed either PAX 571 Restorative Justice OR, for MAED students, EDRJ 551 Foundations of Restorative Justice in Education. In addition it is strongly recommended that students take PAX 533 Analysis or PAX 534 Foundations 1 OR, for MAED students, EDRJ 581 Analyzing Conflict in Educational Settings prior to enrolling in this course.

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PAX 682 Practicum (6-9 SH)

The Center for Justice & Peacebuilding is a practice-oriented academic program. The theories of change and the practice skills offered at CJP are meant to prepare individuals for a career in real world settings of complex conflict and injustice. The practicum is a time for learning and preparing for a career through personal involvement in and reflection on initiatives in actual situations. It is also a time to learn new theories and practice skills at the practicum site. Overall this hands on experience, with extensive interaction with people outside the classroom, and in organizations dealing with the subjects of students' specializations, provides first-time or additional work experience for CJP students. Their experience is critical to employers as well as overall career development. Therefore, being prepared academically and having additional work experience through a practicum strengthens the individual student's ability and capacity to offer a full range of experience to the people they will eventually work for and serve. In addition to doing an organizational practicum, CJP students may do a research-based practicum (independent or nested within an organization). For more information, refer to the practicum webpage. *The practicum is required for MA in Conflict Transformation and MA in Restorative Justice students.* In very select cases, a student may be granted permission to pursue a thesis (PAX 683 described below) in lieu of a practicum.

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PAX 683 Thesis (6-9 SH)

CJP MA in Restorative Justice or MA in Conflict Transformation full-time, residential students are able to petition the Academic Committee for an exception to the general rule that all students will do a practicum (PAX 682). Students will be vetted based on their experience and the quality of their proposal. A maximum of two persons per year will be granted this thesis option. This option is normally available only for those students planning on doing their practicum/thesis in the spring of their second year and for those that will be in residence. An exception to these guidelines will be considered for a student who has proven themselves to be both an excellent writer and a self-initiator. A student can make the case to write from a distance or on an alternate time table if they have:

- Demonstrated capacity (at CJP) to complete complex research and writing projects in a timely manner.
- Adequate access to Internet and technology to support the process.
- Strong writing and editing skills so that there is limited or no need for writing support.

Applicants for a thesis option should identify their area of focus by the end of their second semester and should select seminar courses and electives in their third semester so that they are completing a robust literature review prior to the thesis semester. Once granted permission to do a thesis in lieu of a practicum, the student will:

- Formally ask two professors to serve as their thesis advisors (the student should have preliminary conversations with faculty members to gauge their interest).
- Research and write a publishable master's level thesis (for example, 40-50 pages for 6 credits).
- Present the thesis (both a thesis defense and capstone to broader CJP and EMU community).
- Submit thesis to be bound and placed in the EMU library collection.

[View Syllabus](#)

PAX 684 - PAX 694 (1-3 SH)

CJP attempts to offer a wide variety of courses on critical issues and skills needed in the peacebuilding field. Especially in our Summer Peacebuilding Institute (SPI) each May and June, we offer new topics courses based on what we are hearing is needed most out in the field. These topics courses are one time offerings that may or may not be offered again but are not a required part of the graduate program (though students may take these courses as elective credits).

PAX 687 Gender & Caste (3 SH)

Gender being a social construct plays a pivotal role in determining and maintaining social order. Though the fluidity of gender roles is increasing the core expectations of society continue to promote a rigid social infrastructure that not only promotes but also protects gender based discriminatory practices.

Caste is an ancient concept of social stratification. It adapts to different concepts and manifest itself in newer forms. The core principles and practices of this system is deeply entrenched in society and dominates popular discourse. In practice, it has found ways and means to justify itself and stay relevant. Its attachment to the politics of identity and domination have been causes for concern over generations. In today's context it continues to transform itself to promote and continue its dehumanizing practices. *This class was offered as an elective course during the 2021-2022 academic year.*

[View Syllabus](#)

PAX 688 Justice, Peace and the Biblical Story (3 SH)

The Bible has often been used to justify war and other forms of violence. The biblical story has also been read and interpreted as pertaining to only personal beliefs and behavior rather than communal concerns or social issues. The intent of this course is to explore the biblical story and what it says about issues of violence, justice, and peace. How are people who embrace the biblical story called to apply these understandings to their lives, personally and collectively? How have Christian communities around the world made use of the biblical story as a core component of their efforts to work for safety, emancipation, self-determination, and healing? How can we use biblical narratives in our work to build peace and justice within communities? As we examine these questions, we will center perspectives and traditions of reading the Bible birthed by people experiencing direct violence and oppression. *This course is cross listed with Eastern Mennonite Seminary and will be offered on a semi-regular basis.*

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Graduate Counseling Program

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About - Graduate Counseling Program

Do you want to be a Licensed Professional Counselor (LPC)? Our CACREP-accredited MA in Clinical Mental Health Counseling program will prepare you for the LPC licensure process. In EMU's MA in Counseling program, you will experience a cohort-based, experiential model of education with faculty who have practical experience as clinicians. You will get real-world experience by participating in practicums and internships in on-campus and local community organizations, agencies, and schools. You will graduate ready to launch a career as a professional counselor, doing depthful and healing work in the world.

Are you ready to:

- engage a process of deep inner-work,
- study and practice counseling theories and techniques,
- learn and apply knowledge of human growth, development, and attachment,
- foster trauma-informed, resilience-focused environments
- learn and practice models of restorative justice,
- form strong relationships with members of a learning cohort and a supportive faculty,
- and serve your community as a clinical mental health counselor or school counselor

If so, apply for our program today to prepare for your career as a Licensed Professional Counselor [LPC].

Dedicated, Dynamic Faculty

Our dynamic faculty members are real-world practitioners who are dedicated to mentoring students. Whether collaborating on research endeavors, reading groups, conference presentations and attendance or clinical supervision, faculty members are committed to preparing students to be strong clinicians. Each student is paired with an advisor, and in addition to regular meetings each semester, each student receives continuous feedback regarding strengths and growing edges. **All faculty members maintain a clinical practice**, which contributes to an active and engaging conversation about the work of counseling.

Ethical Standards in Counseling

Our students learn about the **ethical standards** of the counseling profession and the [American Counseling Association](#). Mentors encourage and guide students in the formation of their professional counselor identity, nurturing innate gifts and strengths, while cultivating new skills and the capacity to

hold the complexities of the human experience. Ethics workshops are offered during the continuing education series each spring.

Admission - Graduate Counseling Program

Application Deadline: March 1st

All of the following must be completed by the application deadline:

1. **Complete the Graduate Counseling Programs online application**, which will ask for
 - a. **letters of reference.** Please supply the names and information of at least three references on the online application. At least two must be academic references. The Graduate Counseling Program will contact the references directly.
 - b. **a non-refundable application fee of \$50.00.**
2. **Arrange for official transcripts** to be mailed to Graduate Counseling Programs, 1200 Park Road, Harrisonburg, VA 22802 or sent electronically directly to counseling@emu.edu.
 - a. **Foreign Degree Translation:** If you have a degree from a college or university outside of the United States, you must have your coursework evaluated by a professional association. The evaluation must be a detailed report that includes course designations (lower and upper division). This detailed report should meet most transcript requirements for employment purposes. [Here is a list of transcript/translation evaluation services](#). Please note that there is a fee for the evaluation service, and this list is for your information only.
3. **Submit a Statement of Purpose** by writing a 1-3 page narrative that describes your (a) academic/research interest and professional goals, (b) volunteer and professional experiences, (c) life experiences that have influenced your desire to become a counselor, and (d) view of compassionate service and social justice.
4. **Indicate nationality and country of birth:** International applicants currently residing in the United States must indicate status with the U.S. Citizenship and Immigration Services. In addition, international applicants must submit a completed International Student Sponsor Agreement if accepted to the MA in Counseling program.
5. **For applicants whose native language is not English:** We require that applicants receive at least a 79 on the internet-based Test of English as a Foreign Language (TOEFL). This score is comparable to a 550 on the paper-based test and a score of 213 for the computer-based test. EMU's institutional code is 5181. Applicants who have studied and received a degree from a college or university where all instruction is in English are not required to submit TOEFL scores.

Admission Timeline

Application due: March 1st

Notification of interview: TBA

Interview day: TBA

2-Year vs. 3-Year Track

EMU offers a graduate counseling program of MA in Clinical Mental Health Counseling (CMHC). Students are recommended to complete this degree following a 3-year curriculum track, however an

intensive 2-year curriculum track is available. Students interested in the intensive 2-year track must have a minimum undergraduate GPA of 3.5 and will submit a supplementary letter of intent specifying why the intensive 2-year track is the best fit for them. The supplementary letter of intent may highlight previous academic success, professional experience, personal development experiences, and additional information the applicant believes to be relevant.

Admission Interview Process

To help both the candidate and the program discern fit and readiness, we have developed an admissions interview procedure that involves applicants, faculty members, and current students in an intensive sample experience of the training program. We invite current students to participate in this process each year by volunteering to provide applicants with helpful information and support.

How We Notify You of the Decision

All applicants are notified of admission decision within one week after the interview day. An official decision letter will be mailed to your address.

If You Are Accepted

If you are offered admission, you must notify our administrative assistant of your enrollment decision by email or mail within 15 days of your receipt of the acceptance letter. If we do not hear back from you by then, we will assume that you have declined the offer of admission, and your application record will be withdrawn.

Deferral of Admission

Applicants who are notified of admission have the option to defer their enrollment for one year. Those considering deferment are asked to counsel with the program director and complete an application for deferment form.

Conditional Admission

Conditional admission is granted to a limited number of students each fall semester who fall just below the requirements for unconditional admission but who otherwise demonstrate the ability and motivation to adequately perform graduate level work. At the end of the fall semester, their admission status is reviewed by the faculty, and a decision is made to either lift the conditional status or deny continuing enrollment.

Requirements

Expectations include an undergraduate GPA of at least 3.00, references indicating clear support for graduate work, a clear and relevant essay, and the ability to present oneself clearly and effectively in the interview. Additional factors considered in the admission decision include undergraduate field of study, performance in previous graduate level study, related counseling work experience, and other evidence of success in academic and professional endeavors. The admissions committee may make exceptions to admission requirements in special cases.

Enrollment and class size

Program enrollment is limited to the equivalent of 15 full-time students per class. Part-time students are encouraged to apply. Part-time status is defined as taking less than nine semester hours in a semester.

New students are admitted for the fall semester. After the deadline of March 1, the admissions committee will continue to review applications if space remains available.

Transfer Credit

Transfer credits may be considered for inclusion in the program of study upon the approval of the director of the program. A grade of “B” or better must be earned in courses requested for transfer credit. Courses considered for transfer credit must be applicable toward a comparable degree at the institution offering the course. Application for consideration of transfer credit taken more than five years before the date at which the student is admitted must be accompanied by substantial documentation of prior work and evidence of continued and current competence. Transfer credit taken more than ten years before the date at which the student is admitted may not be used to satisfy degree requirements. No practicum or internship credits are eligible for transfer credit. Decisions with respect to number of transfer hours accepted will be handled by the Admissions Committee on a case-by-case basis, but normally a maximum of 12 hours of credit obtained from an accredited college or university may be applied to the degree.

Degree Requirements - Graduate Counseling Program

Clinical Mental Health Counseling

Degree: Master of Arts in Counseling

Semester Hours: 60

Curriculum Focus

Our curriculum includes study in the areas of professional identity, counseling theories, group counseling, counseling techniques, abnormal behavior, appraisal, career development, human growth and development, social and cultural functions, research, social and multicultural issues, ethics, spirituality and religion, addictions, marriage and family counseling, and supervised clinical work.

To graduate, the student will have met all course requirements with a minimum GPA of 3.00, obtained satisfactory internship references, met program assessment criteria for competency, and obtained the formal approval of the faculty for graduation.

Clinical Mental Health Counseling Curriculum Details (60 SH)

Full-time students should be able to complete the program in two years (the equivalent of five semesters of full time study)

- COUN 507 Professional Identity, Function and Ethics (3 SH)
- COUN 508 Counseling Techniques (3 SH)
- COUN 509 Supervision and Consultation (3 SH)
- COUN 517 Human Growth and Development (3 SH)
- COUN 518 Integrated Counseling Process (3 SH)
- COUN 527 Psychopathology (3 SH)
- COUN 528 Practicum (100 hours field work) (3 SH)
- COUN 530 Advanced Psychopathology (2 SH)
- COUN 536 Foundations in Research & Program Evaluation: Theory, Design and Foundational Statistics (3 SH)

- COUN 547 Counseling Theories (3 SH)
- COUN 557 Assessment and Evaluation Procedures (3 SH)
- COUN 567 Group Counseling (3SH)
- COUN 587 Crisis Counseling (2 SH)
- COUN 607 Multicultural Counseling (3 SH)
- COUN 610 Advanced Multicultural Counseling (2 SH)
- COUN 617 Counseling Children and Adolescents (10 weeks) (2 SH)
- COUN 627 Marriage and Family Counseling (3 SH)
- COUN 637 Career Development (3 SH)
- COUN 689 Internship I (2 semesters totaling 600 total hours of fieldwork) (3 SH)
- COUN 690 Internship II (3 SH)
- COUN 697 Addictions Counseling (3 SH)
- Elective Courses (choose one)
 - COUN 687 Expressive Arts (1 SH)
 - COUN 698 Mindfulness and Psychotherapy (1 SH)
 - COUN 699 Sec A Topics: Sexual Health (1 SH)
 - COUN 699 Sec B Topics: Psychoanalysis (1 SH)

Co/prerequisites

- Counseling Techniques, Theories, PIFE - prerequisite for Practicum
- Counseling Techniques - prerequisite for Integrated Counseling Process
- CRPE during last two semesters

Course Descriptions - Graduate Counseling Program

COUN 507 Professional Identity, Function & Ethics (3 SH)

This course addresses counselor professional identity formation, ethical and legal issues related to the practice of professional counseling, and components of sound ethical decision making. Students will explore development of their own personal counselor identity formation. Within this course students will be introduced to the counseling profession and given opportunity to examine current ethical and legal issues related to the practice of professional counseling. The course will provide students with an overview of the historical development of counseling as a profession, discussion of counselor licensure, and an overview of major professional organizations, specialties and credentialing options available to mental health professionals. Discussion of professional mental health codes of ethics relevant to counselors will assist students to explore and articulate the process of ethical decision making within the context of professional counseling.

[View Syllabus](#)

COUN 508 Counseling Techniques (3 SH)

An intensive practical experience in the arts of forming a counseling relationship. Personal feedback on interpersonal interactions and supervision of videotaped interviewing are used to help the student attain competency in the wise use of techniques in the counseling encounter and the counseling relationship.

[View Syllabus](#)

COUN 509 Supervision and Consultation (3 SH)

This course provides an exploration of the theory and practice of counseling supervision and consultation, including models, techniques, process, case conceptualization, ethical issues, multicultural competency, and legal considerations. The format of this course will combine lecture, class discussion, and experiential activities. The course will only be offered to advanced students, those students who have completed a counseling practicum and are currently enrolled in counseling internship, and will be paired with COUN 508 Counseling Techniques, which is offered to beginning students, to facilitate and experiential learning process between the two classes. Students will also use their internship placement site as an opportunity to experience supervision and consultation.

[View Syllabus](#)

COUN 517 Human Growth and Development (3 SH)

This course provides an advanced overview of current research and theory on life-span human development, and will enhance students' understanding of significant developmental changes that occur over the life span. Emphasis will be placed on standard physical, cognitive, emotional, and social development as well as on issues such as diversity and socialization in relation to perceptions of human development. Professional, clinical, legal, and ethical issues will also be addressed.

[View Syllabus](#)

COUN 518 Integrated Counseling Process (3 SH)

This course provides an overview of various approaches to working with clients emphasizing emotion theory and the role of empathic attunement in healing. Class sessions and readings will explore the interpersonal therapy process and demonstrate various ways to implement experiential techniques in therapy. Students will work to further define their theory and use this to apply a variety of counseling approaches and techniques. Each student will construct a research paper that integrates their theoretical approach with techniques, interventions and applicable counseling approaches. Class sessions will emphasize experiential exercises, technique based role-plays and skill enhancement group Praxis. Students are encouraged to take risks and develop their personal style in applying experiential methods in treatment.

[View Syllabus](#)

COUN 527 Psychopathology (3 SH)

This course will provide an overview of psychopathology and treatment planning with an emphasis on children and adolescents. An interactive, developmental perspective for conceptualizing psychopathology as well as resilience will be employed. In particular, the influence of development, neurobiological mechanisms, and contextual features on the emergence, exacerbation, and alleviation of psychopathology will be discussed. Contemporary diagnostic and treatment issues will be critically reviewed.

[View Syllabus](#)

COUN 528 Practicum (3 SH)

The practicum experience is designed to give beginning students in counseling the opportunity to put into practice the skills and knowledge that they are developing throughout their counseling program. Prerequisites: COUN 507, COUN 508.

[View Syllabus](#)

COUN 530 Advanced Psychopathology (2 SH)

Advanced psychopathology works to build skills in integrating theory with diagnosis and intervention planning by looking at treatment of key diagnostic categories through a number of theoretical lenses, emphasizing evidence-based practices but also providing support for alternative approaches.

[View Syllabus](#)

COUN 536 Foundations in Research and Program Evaluation: Theory, Design, and Foundational Statistics (3 SH)

This course will offer an overview of the research methods used in counseling and program evaluation. Students will gain experience with literature databases, research ethics, research methodologies, basic statistics and statistical software such as SPSS, and communicating research findings, and proposing research to an Institutional Review Board.

[View Syllabus](#)

COUN 547 Counseling Theories (3 SH)

This course is designed to provide students with an overview of central theories of counseling and psychotherapy. Key counseling theory concepts are introduced through readings, lecture, videos and small group exercises. Students will become familiar with the central tenets of each theory and engage in practical application and skill development exercises. Co-requisite: COUN 507.

[View Syllabus](#)

COUN 557 Assessment and Evaluation Procedures (3 SH)

This course provides an overview of various approaches to assessment and procedures for evaluation. Special emphasis is given to counseling decision-making, and treatment planning. Theoretical and applied material will be integrated in order to provide the student with an understanding of the context of assessment and evaluation. Emphasis will be placed on equipping students to understand technical terms in professional journals, test manuals, and test reports.

[View Syllabus](#)

COUN 567 Group Counseling (3 SH)

The purpose of this course is to introduce students to the theory and practice of group counseling. The course will provide information about and training in establishing, leading, and evaluating counseling groups of various types. Within this course students will explore different theoretical approaches to counseling groups, basic principles of group dynamics which include leadership tasks, group developmental stages, and member roles. Consideration will be given to ethical, legal, and professional issues as well as special needs such as multiculturalism, life-span development concerns, and the therapist's personal leadership style.

[View Syllabus](#)

COUN 587 Crisis Counseling (2 SH)

This course is designed to introduce students to basic crisis intervention strategies. The course addresses fundamental crisis intervention theory and offers practical applications in various crisis situations. Students will explore various assessment, intervention and crisis treatment issues. Special emphasis will be placed on the impact of trauma on the individual, family and community. Students will engage in

crisis intervention role-plays and practice applying specific interventions in crisis scenarios. Each student will engage in researching and compiling a comprehensive community resource guide for the local community.

[View Syllabus](#)

COUN 607 Multicultural Counseling (3 SH)

Multiculturalism is both an intellectual movement and an ethical imperative within the counseling and psychology fields. This course provides an introduction to multicultural knowledge, skills and awareness that will support your work with clients. Through activities, discussion, reading and media, you will be exposed to both the theoretical movements in multiculturalism, develop skills for working with clients who differ from you. You will also explore your own values, beliefs and cultural identity and make connections to how these aspects of your personhood influence your relationship and intervention with clients.

[View Syllabus](#)

COUN 617 Counseling Children and Adolescents (2 SH)

This course is designed to give students an overview of theoretical and practical approaches to working with children and adolescents. Special populations and issues identified by course participants will be explored. In addition, students will be required to participate in off- campus collaboration with an agency devoted to meeting the mental health needs of children and adolescents.

[View Syllabus](#)

COUN 610 Advanced Multicultural Counseling (2 SH)

Multiculturalism is both an intellectual movement and an ethical imperative within the professional fields of counseling and psychology. This course provides advanced multicultural knowledge, skills and awareness that will support your work with clients. Through activities, discussion, reading and media, you will be exposed to the theoretical movements in multiculturalism and develop skills for working with clients who differ from you. You will also explore your own values, beliefs and cultural identity and make connections to how these aspects of your personhood influence your relationship and intervention with clients.

[View Syllabus](#)

COUN 627 Marriage and Family Counseling (3 SH)

This course provides an overview of marital and family counseling from a systems perspective. A survey of the predominant systems theories essential in working with couples and families will be presented. Special emphasis is given to evidence based treatments and the current research on attachment theory and the role of attachment in couple and family distress. Students will become familiar with attachment issues, working from an emotion focused perspective and gain proficiency in assessment and intervention. Students will engage in learning exercises and role-plays in order to facilitate application of course content. Each student will construct a personal family genogram and engage in analyzing their family using a systems approach and use case conceptualization and treatment planning from various theories.

[View Syllabus](#)

COUN 637 Career Development (3 SH)

Students will be introduced to career development recognizing the importance and uniqueness of various facets of career counseling. Emphasis is given to developmental considerations and the role of testing, educational and career development program planning and implementation. Technology-based career development applications and strategies will be explored. The interrelationships among and between work, family and other life role factors will be considered with a special emphasis on gender, diversity and working with specific populations. Legal and ethical issues will be discussed as well as issues of personal faith and values.

[View Syllabus](#)

COUN 677 Independent Studies

This refers to studies of specific issues or areas not covered by any of the standard offerings. These studies may be requested by the student or suggested by an instructor. Approval by the instructor and the director is required. Methodology may involve assigned readings, written reports or any other methods the supervising instructor chooses. A student should have credit for three courses, and must qualify academically for independent study in the judgment of the director before approval is granted. A limited number of hours in independent study will be applied toward a degree.

COUN 687 Expressive Therapies: Archetypal Explorations (1 SH)

This course is an experiential introduction to the creative process in counseling through the lens of archetypal symbol and mythology. Participants will be invited to explore the literal and figurative context in which archetypes emerge, will identify through the use of metaphor, imagery, and poetry the power of creative expression, and will find ample opportunity to discuss, reflect, and process with peers.

[View Syllabus](#)

COUN 689/690 Internship (3 SH)

The internship experience is designed to give advanced students in counseling the opportunity to put into practice the skills and knowledge they have developed throughout their counseling program. Students will meet weekly to review cases, discussing areas of growth and present specific theory, intervention and technique questions. The student may select an internship site from a variety of supervised field experiences in mental health related settings. Minimum of 600 counseling hours. Prerequisite: Admission to Internship.

[View COUN 689 Syllabus](#), [COUN 690 Syllabus](#)

COUN 697 Addictions Counseling (3 SH)

This course is designed to help the student understand the personal, social, emotional, physiological, and environmental factors related to addictions, with the main emphasis on chemical addictions. Student will be exposed to the varied aspects and challenges involved in the evaluations, diagnosis and treatment process of addiction, as well as, the specific qualities and efforts of the main mood altering drugs. This course will also look at the many professional, ethical, and legal issues unique to the field of addictions counseling.

[View Syllabus](#)

COUN 698 Mindfulness & Psychotherapy (1 SH)

This course will provide a foundation for the use of mindfulness, meditation and mindful self-

compassion and their applications in therapy. The course will be built on three primary pillars: personal practice of mindfulness and meditation, an understanding of the applications and populations with which one can use mindfulness and meditation in therapy, and skill-building through enactments and role play. Students participating in this course can expect to gain a breadth of mindfulness, meditation and self-compassion practices for use in therapy as well as exposure to the theory and research that supports these practices.

[View Syllabus](#)

COUN 699 Topics Sec. A - Psychoanalysis (1 SH)

This course frames psychoanalysis as a practice of deep listening. Listening has the capacity to transform sensation into feeling and feeling into an emotionally-informed thought. While the emphasis on listening has always been present, the influences of object-relations, intersubjectivity and field theory have radically shifted the way contemporary psychoanalysts listen in session. In light of this, questions about a person's unique capacity to feel, dream, play, and learn from experience set the stage for therapy. In this course, an introduction to these theories will be provided. Students will have the opportunity to reflect on and articulate the way these theories and techniques inform their emerging identity as a professional counselor.

[View Syllabus](#)

Graduate Teacher Education

- About - Graduate Teacher Education
- Admission - Graduate Teacher Education
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About - Graduate Teacher Education

As a teacher, you're eager to make a difference in your classroom, school district and community. EMU's graduate education program provides quality professional opportunities that will help you influence decision making and prepare you to handle a wide range of instructional and non-instructional tasks.

Given the tremendous sociological changes in our modern world, teachers are now social change agents, collaborating within the home and community to address issues like literacy and diversity. It's both the social and ethical responsibility of today's teacher to make a difference in the classroom, and we're ready to help!

EMU's teacher education programs have carried the highest national accreditation standards in the nation for more than 45 years. EMU's undergraduate teacher education programs, graduate initial licensure TESL program, graduate Reading Specialist program in Virginia, and graduate school counseling program are accredited through the Council for the Accreditation of Educator Preparation (CAEP).

Course Offerings Year-Round

We offer courses in several locations as well as online! An EMU graduate education remains an excellent value in the higher education marketplace at **\$489 per semester hour**, whether you're working on a degree, a certificate, recertification, or professional development.

- <http://www.emu.edu/maed/courses/>
- <https://emu.edu/lancaster/graduate-teacher-education/courses/>

Mission Statement

The mission of the EMU graduate teacher education program is to increase professional knowledge and competence among current practitioners by developing leadership, becoming agents of change who advocate for children and youth, promoting caring learning environments, and teaching boldly in a changing world through an ethic of care and critical reflection.

The teacher education program envisions preparing informed lifelong leaders and learners who value the dignity of all persons and are ready and willing to share a pilgrimage of openness and continuous growth as they invite others to join them. These reflective educators will offer healing and hope in a diverse world.

Goals and Outcomes

Scholarship: to acquire advanced knowledge through core curriculum courses and to organize and integrate that knowledge into professional practice.

Inquiry: to generate questions and to use critical thinking to self-assess, to view problems from multiple perspectives, to make informed decisions and to engage in action research for educational change and student learning enhancement.

Professional Knowledge: to acquire advanced pedagogical and specialty area knowledge in order to create cultures of change and manage environments conducive to learning, setting high expectations and implementing appropriate instructional and assessment practices.

Communication: to develop communication strategies (verbal, nonverbal, and technological) that support collaboration and resourcefulness to advocate for self as teacher, colleagues, parents, and students.

Caring: to develop a nurturing spirit that advocates for students, encourages social and ethical responsibility, and promotes restorative peacebuilding in diverse settings.

Leadership: to act as a social change agent by working collaboratively to bring about fair and just systemic change within educational contexts.

Admission - Graduate Teacher Education

Completed applications for admission into the teacher education graduate program are reviewed regularly throughout the year.

Application To Master of Arts In Education

The Teacher Education Admissions Committee (TEAC) makes admissions decisions and annually reviews admissions policies. A completed application for degree or licensure/endorsement areas includes the following:

1. Completed [application](#) to the graduate teacher education program with a nonrefundable application fee of \$50.00 (waived for Lancaster, PA site).
2. Official transcripts from each college or university attended.
3. Two academic recommendations on EMU-provided forms from (a) a building level administrator/supervisor and (b) someone qualified to speak to the applicant's academic ability and potential.
4. A bachelor's degree from an accredited institution with at least a cumulative 3.0 GPA (based on 4.0). If this condition is not met, a graduate GPA of six or more credits will be considered.
5. A valid teaching license, a copy of which must be submitted by the applicant for the graduate file. Applicants applying for the TESL concentration with PreK-12 initial licensure in VA, the Trauma and Resilience in Educational Environments concentration, or the Restorative Justice in Education concentration are exempt from the teaching license requirement.
6. Evidence of one year of licensed teaching in a public or private school setting (preferred) or evidence of one year of successful work with youth in a public or private school setting pursuant to employment with a non-school entity (e.g., a non-profit organization).
 - a. Applicants applying for the TESL emphasis with K-12 initial licensure in VA are exempt from the teaching experience requirement.

- b. Applicants who seek admission without meeting this criteria must provide a written explanation of their relevant experience, rationale for seeking admission, and their relevant post-program goals for consideration by TEAC (this does not automatically satisfy requirement #6).
- 7. Applicants seeking initial licensure in Virginia through EMU's graduate teacher education program are required to pass the Virginia Communication and Literacy (VCLA) Assessment and meet the mathematics entry requirement prior to admission (see [required licensure/endorsement exam score information](#)).
- 8. A personal interview with the director of the graduate teacher education program, or designee.
- 9. Full time students (9 hours per semester) applying to EMU's main campus in Virginia must submit an EMU [graduate student health evaluation](#).

International Students:

Due to the part-time nature of our Graduate Teacher Education program, we are not currently able to sponsor international students for F-1 or J-1 visas. However, online programs are available to students in their home country. In addition, we welcome international students who possess other permission to live and study in the U.S. For these students, in addition to the requirements above, international applicants must submit the following information:

- 1. Passport copy and proof of existing status with U.S. Citizenship and Immigration Services (visa that permits residence and study, or Green Card).
- 2. For applicants whose native language is not English, one of three conditions may be used to satisfy English proficiency.
 - a. Test scores for either the TOEFL, IELTS, or Duolingo test. Minimum score requirements are: 550 on the paper-based or 80 on the internet-based Test of English as a Foreign Language (TOEFL); a 6.5 - 7.0 on the IELTS, or a 104 on the Duolingo. (EMU's institutional code is 5181.)
 - b. A written recommendation from qualified personnel from EMU's Intensive English Program.
 - c. Evidence that the applicant studied and received a degree from a college or university where degree instruction was in English.

Application to Graduate Certificate Programs

- 1. A completed [application](#) to the graduate teacher education program with a nonrefundable application fee of \$50.00 (waived for Lancaster, PA site).
- 2. Official transcripts from the college or university attended for highest degree earned with evidence of degree conferred.
- 3. A personal interview with the director of the graduate teacher education program or, in the case of a school cohort participant, recommendation of district administrator.
- 4. Evidence of one year of licensed teaching in a public or private school setting (preferred), or evidence of one year of successful work with youth in a public or private school setting pursuant to employment with a non-school entity (e.g., a non-profit organization). Applicants who seek admission without meeting this criteria must provide a written explanation of their relevant

experience, rationale for seeking admission, and their relevant post-program goals for consideration by the TEAC. (This does not automatically satisfy requirement #4.)

For All Education Applicants

Only completed applications will be considered by the Teacher Education Admissions Committee.

Persons who are denied admission may appeal in writing to the Teacher Education Admissions Committee for consideration of full admission, providing additional information pertinent to an admission decision. Prospective students may appeal a second denial of admission to the Dean of the School of Social Sciences and Professions, whose determination for admission is final.

Persons holding a bachelor's degree who are pursuing personal or educational development may enroll in courses, special institutes, or site-based curricular offerings without being admitted to the Graduate Teacher Education program.

Persons taking more than nine semester hours are encouraged to apply to the program to ensure that subsequent hours can be counted toward the master's degree.

Candidates who wish to enroll in more than ten hours per term must request, in writing, permission from the director. Consideration of a request to enroll in more than ten hours per term is considered on a case-by-case basis and may include consideration of factors such as prior academic performance.

Changes to program/certificate concentrations are subject to TEAC approval. Candidates must submit a written request to TEAC that provides the current concentration, the requested concentration, and the reason for the request to change concentrations. Candidates must also submit evidence that admission criteria for the requested concentration are met to the extent it was not provided in the underlying application, which may include (but is not limited to) evidence of a teaching license, teaching experience, and test results.

Degree Requirements - Graduate Teacher Education

Master of Arts in Education: Curriculum & Instruction

Degree: Master of Arts in Education

Semester Hours: 36

This component of EMU's graduate teacher education program provides a course of study for elementary, middle, and high school practitioners to enhance existing skills and meet the challenges found in today's schools. Emphasis is placed upon adapting and designing curriculum for diverse populations, designing integrated interdisciplinary instruction, upgrading professional knowledge in recent research in current issues, teaming with school and community professionals, and enhancing specific professional and concentration area competencies.

Participants may choose one of three routes toward completion of this concentration area:

1. elementary school emphasis
2. middle school emphasis

3. high school emphasis

Curriculum & Instruction Curriculum and Course Plan

NOTE: Course requirements may change as the program evolves. Candidates are accountable for completing the program of study listed in the catalog for the year in which they entered the program.

Learn more about the core curriculum of EMU's graduate teacher education at <https://emu.edu/maed/curriculum-design>.

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (Prerequisite: Admission to Candidacy) (3 SH)

Concentration Area (15 SH required + 6 SH electives = 21 SH)

- EDCI 501 Curriculum and Instructional Strategies (3 SH)
- EDCI 511 Teaming and Collaboration (3 SH)
- EDCI 561 Neuro-Education: Application of Research on the Brain, Trauma, Resilience, and Learning (3 SH)
- EDDA 511 Teaching Diverse Learners (3 SH)
- A Literacy course: *The following courses are recommended:*
 - Elementary: EDLA 501 Foundations of Literacy (3 SH)
 - Middle and High: EDLA 521 Integrated Literacy Instruction (3 SH)
- Electives chosen from other MA in Education concentrations (6 SH)

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: Elementary, Middle or High School (3 SH)

Master of Arts in Education: Literacy/Reading Specialist

Degree: Master of Arts in Education

Semester Hours: 36-40

Practitioners concentrate on the study of literacy in a broader sense than traditionally encountered in schools of the past. Literacy is approached beyond reading and writing into integrated approaches for the development of communication, thought, and interpersonal interaction. Emphasis is placed upon literacy programs from emergent to adult, integrated literacy instruction, literacy in community and family arenas, and classroom assessment of literacy.

Literacy concentration has six hours of elective options.

Reading Specialist: Endorsement/Licensure as a reading specialist may be obtained with additional coursework and a clinical practicum.

Literacy Curriculum and Course Plan

NOTE: Course requirements may change as the program evolves. Candidates are accountable for completing the program of study listed in the catalog for the year in which they entered the program.

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (Prerequisite: Admission to Candidacy) (3 SH)

Concentration Area (21 SH)

- EDLA 501 Foundations of Literacy (3 SH)
- EDLA 511 Literacy Assessment (3 SH)
- EDLA 521 Integrated Literacy Instruction (3 SH)
- EDLA 531 Literacy in Community and Family Arenas (3 SH)
- EDSL 581 Language and Culture (3 SH)
- Electives chosen from other MA in Education concentrations (6 SH)

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: Literacy (3 SH)

Reading Specialist Curriculum and Course Plan

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (Prerequisite: Admission to Candidacy) (3 SH)

Concentration Area (25 SH required)

- EDLA 501 Foundations of Literacy (3 SH)
- EDLA 511 Literacy Assessment (3 SH)
- EDLA 521 Integrated Literacy Instruction (3 SH)
- EDLA 531 Literacy in Community and Family Arenas (3 SH)

- EDLA 601 Multicultural Children's Literature or OR EDLA 611 Adolescent/Young Adult Literature (3 SH)
- EDLA 651 Developing an Effective Reading Program (3 SH)
- EDSL 581 Language and Culture (3 SH)
- EDPC 601 Literacy Practicum (3 SH)
- EDLA 581 Word Study (1 SH)

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: Literacy (3 SH)

Master of Arts in Education: Diverse Needs: Teaching English as a Second Language or Trauma & Resilience

Degree: Master of Arts in Education

Semester Hours: 36-39

Practitioners concentrate on special needs of diverse populations, with further focus in one of three areas of emphasis:

1. Teaching English as a Second Language (TESL) for MA degree and initial teaching license (Virginia only)
2. Teaching English as a Second Language (TESL) for MA degree and/or add-on endorsement
3. Trauma and Resilience in Educational Environments

This component contains a common core of courses that address language/literacy competence with diverse populations, intervention strategies for diverse learners, and developing leadership skills in teaming, collaboration and consultation with parents, school and community social agencies. In Virginia, initial teaching licensure is available in ESL with additional coursework, a supervised practicum, and an internship. A foundations course in Curriculum and Instruction is required of candidates without a teaching license as an elective prior to taking EDDA 511 Teaching Diverse Learners and EDCC 501 Creating Cultures of Change.

Diverse Needs: Teaching English as a Second Language (TESL) Curriculum and Course Plan

NOTE: Course requirements may change as the program evolves. Candidates are accountable for completing the program of study listed in the catalog for the year in which they entered the program.

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (3 SH) (Prerequisite: Admission to Candidacy)

Concentration Area (24 SH)

- EDSL 551 Methods of Teaching ESL/FL (3 SH)
- EDSL 571 Language Acquisition and Grammar (3 SH)
- EDSL 581 Language and Culture (3 SH)
- EDSL 591 ESL Assessment and Support (3 SH)
- EDDA 511 Teaching Diverse Learners (3 SH)
- EDLA 501 Foundations of Literacy (3 SH)
- EDLA 521 Integrated Literacy Instruction (3 SH)
- EDPC 601 Practicum: TESL (3 SH) (for initial license only)

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: TESL (3 SH)

All candidates must take Praxis #5362 English to Speakers of Other Languages.

NOTE: In addition, candidates who have not reached a level of proficiency in a foreign language at Intermediate Level II must take additional hours of foreign language to achieve that level. Candidates who have had equivalent coursework may substitute elective replacements.

*For ESL licensure, students must have an English linguistics course and a specialized practicum to meet licensure requirements. A 14-week student teaching internship (7 semester hours) is required for candidates seeking ESL as an initial license.

Diverse Needs: Trauma and Resilience in Educational Environments Curriculum and Course Plan

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (3 SH) (Prerequisite: Admission to Candidacy)

Concentration Area (15 SH)

- EDDA 571 Trauma, Restoration & Resilience in Educational Environments (3 SH)+
- EDDA 631 Research in Risk and Resilience (3 SH)+
- EDDA 541 Self-Care and Resilience for Educators (3 SH)+
- EDCI 561 Neuro-Education: Application of Research on the Brain, Trauma, Resilience, and Learning in the K-12 Classroom (3 SH)+
- EDRJ 551 Foundations of Restorative Justice in Education (3 SH) or EDRJ 621 RJE Principles and Practices for Schools (3 SH)+

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: Trauma & Resilience (3 SH)

Electives (6 SH)*

6 semester hours to be selected from the following or other approved courses by adviser:

- **ED (Graduate Teacher Education) Courses**
 - EDDA 501 Fostering Resilience through School and Community Partnerships (3 SH)
 - EDDA 511 Teaching Diverse Learners (3 SH)
 - EDRJ 551 Foundations of Restorative Justice in Education (3 SH)
 - EDRJ 581 Analyzing Conflict in Educational Settings (3 SH)
 - EDRJ 621 RJE Principles and Practices for Schools (3 SH)
- **CJP (Center for Justice & Peacebuilding) Courses**
 - PAX 612 Building Resilience in Body, Mind, & Spirit (1, 2, or 3 SH)
 - PAX 590 Peacebuilding & Public Policymaking (3 SH)
- **OLS (Organizational Leadership) Courses**
 - OLS 510 Leadership & Management for the Common Good (3 SH)

*decisions made in collaboration with academic adviser

+ required as part of the certificate program

Master of Arts in Education: Restorative Justice in Education (RJE)

Degree: Master of Arts in Education

Semester Hours: 36

Long a pioneer in the field of restorative justice, Eastern Mennonite University is now the first in the country to offer restorative justice programs within a graduate teacher education program. EMU programs and offerings that are related to this interdisciplinary study track include:

- [Center for Justice and Peacebuilding](#)
- [Zehr Institute for Restorative Justice](#)
- [Restorative Justice blog](#)

Making a Difference in Our Schools

We offer different focus options for K-12 educators, administrators and other school leaders, social workers, and school counselors. A variety of electives allows for focused study for each of these groups. You'll learn to:

- Promote positive student behavior and increase student achievement and attendance
- Replace suspensions and expulsions with strategies that work
- Improve relationships and school climate while increasing instructional time

Restorative Justice in Education Curriculum and Course Plan

Program Core (12 SH)

[Early in program]

- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 521 Peacebuilding & Conflict Transformation (3 SH)+
- EDCC 531 Social & Ethical Issues in Education (3 SH)

[Later in program]

- EDCC 551 Action Research in Educational Settings (3 SH) (Prerequisite: Admission to Candidacy)

Concentration Area Courses (12 SH)

- EDRJ 551 Foundations of Restorative Justice in Education (3 SH) +
- EDRJ 581 Analyzing Conflict in Educational Settings (3 SH)
- EDRJ 601 Facilitating Circle Processes (3 SH) +
- EDRJ 621 RJE Principles and Practices for Schools (3 SH) +

Reflective Practice (3 SH)

- EDPC 611 Action Research Project: Restorative Justice in Education (3 SH)

Electives (9 SH)*

9 semester hours to be selected from the following or other approved courses by adviser:

- **ED (Graduate Teacher Education) Courses**
 - EDRJ 625 RJE Practicum (3 SH)
 - EDCI 511 Teaming and Collaboration (3 SH)
 - EDCI 541 Supporting Positive Classroom Behaviors (SPED focus) (3 SH)
 - EDDA 501 Fostering Resilience through School and Community Partnerships (3 SH)
 - EDDA 511 Teaching Diverse Learners (3 SH)
 - EDDA 571 Trauma, Restoration, & Resilience in Educational Environments (3 SH)
 - EDDA 631 Research in Risk and Resilience (3 SH)
- **CJP (Center for Justice & Peacebuilding) Courses**
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 540 STAR: Strategies for Trauma Awareness & Resilience (3 SH)
 - PAX 571 Restorative Justice: Principles, Theories, and Applications (3 SH)
 - PAX 615 Leading Organizational Change (has prereqs) (3 SH)
- **MOL (MA in Organizational Leadership) Courses**
 - MOL 600 Developing Healthy Organizations: Team Building & Collaboration (3 SH)

*decisions made in collaboration with academic adviser

+ required as part of the certificate program

Transfer Credits

EMU graduate programs accept a limited amount of graduate transfer credit from other colleges and universities. The university registrar determines the eligibility of credits to transfer from another institution, and the director of the graduate program makes the final determination of the applicability of transfer credit to an individual's graduate program. Transfer courses will be recorded with the same titles and grades as appear on the transcript from the previous school. Transfer grades will not apply toward the EMU grade point average.

Courses taken by EMU Students at Other Schools

A student should secure advance approval from the graduate program director/coordinator or advisor before enrolling for work in other universities, where credit is to be transferred back to EMU for graduation. The graduate program reserves the right to limit the amount of transfer credit which may be applied to degree requirements. In all cases the majority of credits must be earned through instruction offered by EMU.

Certificate Requirements - Graduate Teacher Education

Restorative Justice in Education Graduate Certificate

Semester Hours: 15

Program may be completed fully online

This graduate certificate is awarded through the graduate teacher education program as internal recognition for having obtained a focused area of coursework in restorative justice in education. Practitioners may complete 15 semester hours of coursework for the certificate only or as part of their master's in education degree.

Certificate Requirements

To qualify for the graduate certificate in restorative justice in education, candidates must complete 12 required semester hours (SH) and 3 elective semester hours from the following courses.

Required (12 SH)

- EDCC 521 Peacebuilding and Conflict Transformation (3 SH)
- EDRJ 551 Foundations of Restorative Justice in Education (3 SH)
- EDRJ 601 Facilitating Circle Processes (3 SH)
- EDRJ 621 RJE Principles and Practices for Schools (3 SH)

Elective (3 SH)

Three semester hours of elective courses are to be taken from the following Education (ED), CJP (PAX), or MOL courses:

- EDRJ 581 Analyzing Conflict in Educational Settings (3 SH)
- EDCC 501 Creating Cultures of Change (3 SH)
- EDCC 531 Social and Ethical Issues in Education (3 SH)
- EDCI 511 Teaming and Collaboration (3 SH)
- EDCI 541 Supporting Positive Classroom Behaviors (SPED focus) (3 SH)
- EDDA 501 Fostering Resilience through School and Community Partnerships (3 SH)
- EDDA 511 Teaching Diverse Learners (3 SH)
- EDDA 571 Trauma, Restoration, and Resilience in Educational Environments (3 SH)
- EDDA 631 Research in Risk and Resilience (3 SH)
- PAX 540 STAR: Strategies for Trauma Awareness & Resilience (3 SH)
- PAX 571 Restorative Justice: Principles, Theories, and Applications (3 SH)
- PAX 615 Leading Organizational Change (has pre-reqs) (3 SH)

- MOL 600 Developing Healthy Organizations: Team Building & Collaboration (3 SH)

Trauma and Resilience in Educational Environments Graduate Certificate

Semester Hours: 15

Program may be completed fully online

This graduate certificate is awarded through the graduate teacher education program as internal recognition for having obtained a focused area of coursework in trauma and resilience in educational environments. Practitioners may complete 15 semester hours of course work for the certificate only, or as part of their master's in education degree.

Certificate Requirements

To qualify for the graduate certificate in trauma and resilience in educational environments, candidates must complete 15 required semester hours (SH) as listed.

Required (15 SH)

- EDDA 541 Self-Care and Resilience of Educators (3 SH)
- EDDA 571 Trauma, Restoration, and Resilience in Educational Environments (3 SH)
- EDDA 631 Research in Risk and Resilience (3 SH)
- EDCI 561 Neuro-Education: Application of Research on the Brain, Trauma, Resilience, and Learning in the K-12 Classroom (3 SH)
- EDRJ 551 Foundations of Restorative Justice in Education (3) OR EDRJ 621 RJE Principles and Practices for Schools (3 SH) OR other elective per adviser

TESOL (Teachers of English to Speakers of Other Languages) Graduate Certificate

Semester Hours: 15

This graduate certificate is awarded through the graduate teacher education program as internal recognition for having obtained a focused area of coursework in teaching English as a second language. Practitioners may complete 15 semester hours of course work for the certificate only, or as part of their master's in education degree.

Certificate Requirements

To qualify for the graduate certificate in TESOL, candidates must complete 15 required semester hours (SH) as listed.

Required (15 SH)

- EDSL 551 Methods of Teaching ESL/FL (3 SH)
- EDSL 571 Language Acquisition and Grammar (3 SH)
- EDSL 581 Language and Culture (3 SH)
- EDSL 591 ESL Assessment and Support (3 SH)
- EDLA 501 Foundations of Literacy OR EDLA 521 Integrated Literacy

Course Descriptions - Graduate Teacher Education

See schedule of course offerings at www.emu.edu/gte

Core Courses (EDCC)

EDCC 501 Creating Cultures of Change (3 SH)

Emphasizes concepts such as reflective practice, student centered learning, and processes for transformative change. Applying a constructivist perspective, participants will learn how to become meaningful change agents in classrooms and educational settings.

EDCC 521 Peacebuilding and Conflict Transformation (3 SH)

Explores the theories and processes of conflict transformation and peacebuilding within educational contexts. Focus is on peaceable climates and conflict transformation approaches that integrate peace curricula for individual classroom settings and within specific schools. The goal is to nurture peaceful, just and caring relationships within communities through active processes of tending, friending and mending. As such, educators, nurses and counselors will examine educational systems and relational literacy approaches, as well as their own personal beliefs, conflict resolution style(s), relationships, communication skills, curriculum and instructional strategies, discipline systems and classroom organization processes.

EDCC 531 Social and Ethical Issues in Education (3 SH)

Examines historical, sociological, philosophical, ethical, legal, and multicultural issues in education. The course is designed to further equip students as a decision maker and leader in educational settings. Special attention is given to discussion of how public policy in education is shaped by the community's social and ethical concerns. Student presentations, round-tables, case studies, and large group discussion are used.

EDCC 551 Action Research in Educational Settings (3 SH)

Examines quantitative and qualitative research studies that impact education. Presents action research theory and design so that students may apply action research to their individual programs. Participants are taught within the course to use computer technology to conduct a literature review, collect, analyze and interpret data. Participants prepare an action research proposal, ready to be fine-tuned with their program mentor. Prerequisite: Admission to Candidacy.

Curriculum and Instruction Courses (EDCI)

EDCI 500 Foundations of Curriculum Development (1-3 SH)

Explores curriculum development through the design and delivery of instruction for student learning. Students will learn how to plan for instruction including daily and unit lesson planning, how to create learning objectives, enabling activities and tasks, and how to develop formative and summative assessments.

EDCI 501 Curriculum and Instructional Strategies (3 SH)

Examines the philosophical foundations of curriculum development and implementation. Curriculum mapping, interdisciplinary inquiry, activity curricula and culturally responsive development will be discussed.

EDCI 511 Teaming and Collaboration (3 SH)

Focuses on collaborative strategies for learning among educators, parents, and community to collaboratively maximize students' achievement. Models of consensus building, team building, team planning, facilitation skills, and school-parent collaboration will be examined. Students will work in teams to research their own learning development.

EDCI 541 Supporting Positive Classroom Behavior (3 SH)

Explores current research-based best practices to support positive behavior development in children, particularly those identified as having specific learning and/or behavioral challenges. Through a restorative discipline approach lens, this course focuses on culturally sensitive strategies to prevent harmful behaviors and explores research and best practice interventions for reoccurring behavior.

EDCI 561 Neuro-Education: Application of Research on the Brain, Trauma, Resilience, and Learning in the K-12 Classroom (3 SH)

Explores research on how the brain processes, stores, and retrieves information, and on the impact of trauma and resilience on learning and behavior. In this regard, advances in neuroscience and the cognitive sciences provide insight into how life events, instructional design, instructional delivery, and educational environments can reshape brain structure and function in ways that can support or hinder a student's motivation, engagement, achievement, and behavior. Intended for K-12 teachers, educational specialists, and administrators.

Classroom Technology Courses (EDCT)

EDCT 501 Technology to Enhance Learning (3 SH)

Activities that offer choice, foster creativity, and inspire imagination promote a more personalized learning experience for students. Participants will explore and use technology tools to help them craft instruction to engage and captivate their students!

EDCT 531 Everything Google for the Classroom (3 SH)

Explores Google tools that can be built into lessons to assist with classroom management and instruction. Participants will collaborate on ways to use these tools to have the greatest positive impact in their classrooms. Participants should be comfortable with surfing the web.

EDCT 541 Instructional Technology for Problem-Based Learning (PBL) (3 SH)

Explores 21st century workplace success beyond basic knowledge and skills. In Problem-Based Learning, students not only understand content more deeply but also learn how to take responsibility and build confidence, solve problems, work collaboratively, communicate ideas, and be creative innovators. Participants will identify, use and evaluate technology resources in the context of designing and delivering instruction using the Problem-Based Learning instructional method.

EDCT 561 Designing Personal and Authentic Learning Experiences (3 SH)

Inspires educators to implement real-world, personal, authentic learning experiences that lead to student success, investigating relevant problems and creating products that have real-life purposes while offering a rich variety of strategies and ideas to spark interest and deepen content knowledge. Educators acquire skills in the 5 Cs of communication, creativity, critical thinking, collaboration, and citizenship.

EDCT 571 Becoming a Quality Online Educator (3 SH)

Develops teacher know-how to tailor online instruction for short and long term instruction to K-12

students. Teachers learn how to design lessons, short term, and long term units of study in highly applicable formats considering grade level and differentiation needs of students. Teacher friendly.

EDCT 611 Creating a Technology-Rich Learning Classroom (3 SH)

Participants will identify, use and evaluate technology resources in the context of designing and delivering instruction that is consistent with current best practices for integrating technology. The Virginia Computer/Technology SOLs and the National Educational Technology Standards for Teachers will be referenced throughout the course.

EDCT 681 Online Learning Tools for the Classroom (3 SH)

Explores online tools that can be used in the classroom to assist with classroom management and instruction. Participants will collaborate on ways to use these tools to have the greatest impact in their classrooms. Participants should be comfortable with surfing the web.

EDCT 691 “Creating” with 21st Century Tools (3 SH)

Participants will identify, use and evaluate 21st Century Learning Tools that can be used to address the top level of the “new” Bloom’s Taxonomy – Creating. These tools will be used in the context of designing and delivering instruction that is consistent with current best practices for integrating technology.

Trauma and Resilience Courses (EDDA)

EDDA 501 Fostering Resilience through School and Community Partnerships (3 SH)

Partnerships between schools and community stakeholders play a vital role in fostering resilience in educational environments. This course serves as a forum for engaging dialogue among educators, counselors, law enforcement personnel, social service agents, and other community service workers regarding trauma and resilience. Participants will examine current trends and program development models that empower collaboration within communities.

EDDA 511 Teaching Diverse Learners (3 SH)

Focuses on the application of integrated strategies, differentiated instruction, curriculum compacting and adaptations for diverse populations, i.e. students served under alternative education, special education services, ESL and gifted/talented programs.

EDDA 571 Trauma, Restoration, and Resilience in Educational Environments (3 SH)

Introduces school personnel to the core concepts of adverse experiences, toxic stress, trauma, restoration, self-care, and resilience in the school environment, and provides a research-based, strength-based approach to creating a trauma-informed, resilience-fostering school environment.

EDDA 631 Research in Risk & Resilience (online) (3 SH)

Analyzes research bases for understanding risk and resilience and explores protective factors within the child, family, and community which enable resilience and mitigate risk factors.

Literacy and Reading Specialist Courses (EDLA)

EDLA 501 Foundations of Literacy (3 SH)

Examines the psychological, social, cultural and linguistic components of the developmental processes of reading and writing. The focus of the course is to develop an understanding of how children learn to

read; to understand the spelling system of English orthography and how that influences word knowledge in reading and writing; to acquire an ability to select materials appropriate to the child's developmental stage and to explore what teachers can do to provide appropriate instruction. Appropriate instruction is based on the findings of the National Reading Panel and feature research and its implications in phonemic awareness, phonics, fluency, comprehension and vocabulary.

EDLA 511 Literacy Assessment (3 SH)

Analyzes and uses research based assessment measures that enable the teacher to make wise instructional decisions and provide documentation of progress, identifying each student's needs from a developmental perspective. Participants will construct and use affective measure of literacy behaviors, administer running records of leveled text, administer an informal reading inventory which includes measurements of rate, fluency, oral reading accuracy and oral and silent comprehension, assess developmental word knowledge, phonemic awareness, phonics and vocabulary, and elicit and assess writing samples. National and state assessments will be examined and issues concerning their use will be addressed.

EDLA 521 Integrated Literacy Instruction (3 SH)

Focuses on literacy learning throughout the curriculum and addresses integrated, interdisciplinary approaches to learning in K-12 classrooms. The course will explore instructional strategies, materials, and issues that impact the development and extension of literacy across the curriculum. Students will use technology to share information and design appropriate instruction. Research in literacy instruction and specifically in oral language, reading, writing, and viewing will be a focus area.

EDLA 531 Literacy in Community & Family Arenas (online, 3 SH)

Addresses literacy development in a larger scope than traditionally covered through school, focusing on personal, cultural and political issues related to adult literacy. Addresses adult literacy in the context of various settings, including family literacy, workplace literacy and community literacy programs.

EDLA 581 Word Study (1 SH)

Develops understanding for systematically teaching phonics, spelling, and vocabulary in beginning, transitional and intermediate readers. Major topics include the development of word knowledge across the curriculum, strategies for instruction, and the role of assessment. Participants will learn to administer the Developmental Spelling Analysis (DSA), a dictated word inventory that can be used to guide instruction and monitor student progress. Writing samples will also be analyzed for spelling errors that can inform instruction.

EDLA 591 Differentiated Literacy Instruction (3 SH)

Develops an understanding of how children in grades 3 to 8 learn to read and write with and emphasis on differentiation and best practices to assist a variety of learners--reluctant, low-performing, gifted and at the same time designed to increase fluency, phonics, vocabulary and comprehension. Examines current reading research based on the findings of the National Reading Panel; and consider its implication for classroom instruction.

EDLA 601 Multicultural Children's Literature (3 SH)

Explores multicultural children's literature for children in a variety of genre. Elementary classroom activities including critical thinking and writing are demonstrated. Introduces teachers to a wide spectrum of literature for children, focusing on literature by and about persons from a variety of ethnic and cultural groups. Participants will develop skills for evaluating the works as well as design curricula

for their own classrooms. Students will be expected to examine their own beliefs and practices, examine the literature that they make available to the children in their classrooms, and to design curricula that will educate for a diverse world.

EDLA 611 Adolescent/Young Adult Literature (online, 3 SH)

Concentrates on literature written for and by adolescent/ young adult readers while relying on works typically classified as young adult literature as well as literary “classics” found within the curriculum for middle, junior and senior high classrooms. Employs reader-response theory.

EDLA 651 Developing an Effective Reading Program (3 SH)

Provides practical knowledge about developing and implementing K-12 reading programs. Develops the strategies and understandings needed to provide a diverse student body with effective reading instruction and provides support for making changes in teaching and in program design to increase student achievement. Emphasis will be placed on examining the personal characteristics of literacy leaders as well as examining the organization and management of school environments needed to support literacy development. Emphasizes professional development, leadership and advocacy for reading professionals and provides opportunity to re-vision the classroom and school-wide reading program and current intervention programs in light of existing research and best practice.

EDLA 681 Reading and Writing Strategies for the Collaborative Classroom (3 SH)

Examines and implements current research and instructional strategies for incorporating reading, writing, vocabulary development and research in collaborative settings across the curriculum. Focuses on the reading/writing connection and the processes of teaching reading, writing, vocabulary, and research as tools for critical thinking. Attention is given to differentiating instruction for diverse student populations, adolescent literacy, and 21st century literacies. Emphasizes the need for teachers and students to become authors within educational settings and to write for authentic audiences.

Reflective Practice Courses (EDPC)

EDPC 601 TESL Practicum (3 SH)

Gives candidates field experience in teaching English as Second Language. The course accommodates candidates who are currently teaching as well as candidates seeking initial TESL licensure. Forty (40) contact hours of teaching and observation is required along with preparing a professional knowledge base for the ELL classroom.

EDPC 601 Literacy Practicum (3 SH)

Focuses on applying literacy knowledge and expertise in a clinical or classroom setting. School age students, who experience needs in reading and writing, will be paired with a tutor (graduate student) for structured tutoring under the supervision of a reading specialist. A case study method of assessing literacy progress will be implemented.

EDPC 611 Action Research Project (3 SH)

Incorporates a written report and delivery of a student-designed action research project. Under faculty supervision, Action Research Projects may take a variety of formats: curriculum restructuring projects, staff development projects, research for public policy change, research for publication, etc. Prerequisite: EDCC 551 Action Research in Educational Settings.

Restorative Justice in Education Courses (EDRJ)

EDRJ 551 Foundations of Restorative Justice in Education (3 SH)

Introduces Restorative Justice in Education (RJE) as a culture and a set of practices that are implemented to facilitate learning communities, supporting and respecting the inherent dignity and worth of all. Viewing RJE as a holistic approach, this course examines the three core components of RJE: creating just and equitable learning environments; nurturing healthy relationships; and repairing harm and transforming conflict. Class focuses on the underlying values of RJE and the foundational beliefs that guide RJE, and includes application of case studies and situations provided by class participants.

EDRJ 581 Analyzing Conflict in Educational Settings (3 SH)

Explores various models of understanding the nature of conflict, including but not limited to identity, human needs and motivations, power dynamics, structural violence, change theories, systems analysis, and trauma. Analytic frameworks will be applied specifically to educational situations. Historic cases drawn from news media will be used to practice analytical skills before applying the frameworks to more localized cases. Participants will strengthen their reflective practice skills, using self-assessments to consider how their own perspectives impact their ability to see and analyze conflicts.

EDRJ 601 Facilitating Circle Processes (3 SH)

Explores the use of circle processes to build and sustain healthy learning environments in schools or other educational settings. Theoretical foundations and core assumptions will be discussed and ways circles can be utilized to build community, resolve conflict, create safe learning spaces, and promote social and emotional competency. Participants, including educators, administrators, school counselors, or other school based personnel, will learn how to design and implement Circles in education related contexts.

EDRJ 621 RJE Principles and Practices for Schools (3 SH)

Applies restorative justice principles to individual student, classroom, school, and community-based practices that support safe, just, and caring schools. Restorative justice practices are based on restorative justice values and principles that promote relational approaches to school discipline, communication, pedagogy, and other interactions. Designed for teachers, counselors, administrators, social workers, and others who work within educational contexts. Participants engage with both formal and informal RJE practices, including the facilitation of classroom meetings, restorative circles, and family group conferences.

EDRJ 625 RJE Practicum

Gives candidates field experience opportunities for the implementation of Restorative Justice in Education (RJE) practices. Forty (40) contact hours of RJE practice and observation is required along with preparing a case study on current RJE implementation. Candidates will complete the practicum with an assigned mentor either in their current educational setting or with an RJE practitioner in another context. Prerequisite: RJE Graduate Certificate OR Admission to MA in Education program and completion of RJE Concentration Courses.

Teaching English as a Second Language Courses (EDSL)

EDSL 551 Methods of Teaching ESL/FL (3 SH)

Enables students to identify, compare, and contrast various approaches to language teaching, and underlying beliefs about language learning/teaching. There will be exposure to a variety of teaching techniques in each of the main language skills (listening, speaking, reading, writing, grammar, and vocabulary). Attention will be given to ways of assessing language proficiency and doing needs assessment for a variety of student populations in order to shape instruction effectively.

EDSL 561 The English Language (3 SH)

Explores the tools of linguistic analysis, including phonetics, phonology, morphology, and syntax, and examine broader concepts of language typology, variation, and the history of English.

EDSL 571 Language Acquisition & Grammar (online, 3 SH)

Explores current topics and issues in the study of language acquisition, language development, and grammar. Explores first and second language acquisition, multiple second language teaching strategies, and support services to assist English Language Learners (ELLs) in language and content learning. Offers teachers practical ideas for teaching grammar in the context of today's classroom.

EDSL 581 Language and Culture (3 SH)

Enables students to gain a deeper understanding of the intricate ways in which culture and language influence each other. Surveys the basics of sociolinguistics and language policy through case studies from communities around the world. Includes a critical evaluation of the role of culture in the second-language classroom.

EDSL 591 ESL Assessment and Support (3 SH)

Explores assessment tools and practices as they relate to second language learners. Emphasizes the assessing and monitoring of oral language, reading and writing and content area subjects. Examines support services both in language acquisition and content learning.

EDSL 611 ESL Professional Development Portfolio (1 SH)

Includes discussions and readings on professional development appropriate for teaching English as a Second Language Learners. Requires the development of a professional portfolio that includes three major components: (a) a personal educational philosophy for instructing English Language Learners, (b) a brief classroom action research project, and (c) a personal professional development plan.

Health Care Management Graduate Program

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About - Health Care Management Graduate Program

With a degree in Health Care Management from EMU, you can develop your skills to be prepared to enter a career where you can make a difference.

Our Master's in Health Care Management program uniquely challenges students to take courses broadly from several disciplines. This program is targeted at early career health care administrators who are currently working in a related field. While work experience in a health care field is preferred, it is not required. This program is typically completed in two years with start dates in both the fall and spring. If students are seeking executive health care positions, they should pursue the MBA.

Distinctives of our HCM degree:

- Online program with small class size, taught by expert faculty;
- 8 day cross cultural residency in Appalachia or other designated resource-limited setting with class mates;
- Terminal master's degree (37 graduate semester hours) or one-year certificate (15 program semester hours).

Admission - Health Care Management Graduate Program

Application Timeline

Applications are accepted at any time, but ideally they should be submitted by June 30 for a fall entry into the program. Students can start the program in any semester of the academic year.

Admission Requirements

Healthcare Management graduate program entrance is based on:

- Baccalaureate degree from an accredited institution with a minimal undergraduate grade point average of 2.50;
- Minimum of 2080 hours (equivalent of one year full-time) of work experience.
- Preferred: Work experiences in healthcare settings or alternative work experiences, such as a business-related undergraduate degree or other graduate degrees or studies.
- For non-native English speakers, a TOEFL score of at least 550 (paper based) or equivalent is required.
- The MHM admissions committee will evaluate student applications and make recommendations for admissions.

Admission application procedure

1. A completed MHM [online application](#) that includes an essay as described in the application that focuses on goals and motivations for obtaining a master's degree.
2. A nonrefundable \$50 application fee also payable online.
3. Two references submitted online after forms sent to references:
 - One from a professor from your most recent academic program.
 - One from a work supervisor.
 - If an academic reference is unable to be obtained, applicants may utilize a colleague if you have been employed with them for the last five years.
4. Official transcripts (not student copies) from each college or university you have attended.
5. An interview with the director of the MHM program or designee.

Degree Requirements - Health Care Management Graduate Program

Degree: Master of Arts

Semester Hours: 37

Program may be completed fully online

Curriculum

Required Courses (37 SH)

- OLS 515 Introduction to Leadership Studies (3 SH)
- NURS 516 Application of Legal and Ethical Principles to Healthcare Leadership (3 SH)
- NURS 515 The Healthcare Delivery System (3 SH)
- NURS 628 Systems Approach to Organizational Behavior OR OLS 530 Organizational Behavior (3 SH)
- NURS 626 Managing in a Complex Healthcare Environment OR an HRM course (TBD) (3 SH)
- NURS 512 Knowledge Development: Epidemiology and Informatics (3 SH)
- NURS 503 Practice Skills for Conflict Transformation (3 SH)
- NURS 702 Health Information Technology (3 SH)
- NURS 620 Safety, Risk Reduction and Quality Care (a research course prerequisite for NURS 620 is preferred. During the fall semester prior to enrollment in NURS 620 the student completes work related to capstone problem identification in coordination with the MSN/MHM Program Director or their designee. (4 SH)
- OLS 540 Managerial Financial and Accounting I (3 SH)
- MOL 680 Sustainable Organizations for the Common Good OR BMX 603 Cross Cultural Health Care (3 SH)
- HCM 630 Healthcare Management Capstone (3 SH)

NOTE: NURS 620 is a prerequisite to HCM 630. In addition, these courses must be taken sequentially in the student's last year in the program. Finally, all work must be completed or being taken concurrently before one is eligible for enrollment in HCM 630.

Certificate Requirements - Health Care Management Graduate Program

Semester Hours: 15

The certificate in Healthcare Management is a one-year, 15-hour certificate that includes the following courses from the Healthcare Management curriculum. The certificate includes more choice and flexibility than the degree program.

Required Courses (15 SH)

- NURS 503 Practice Skills for Conflict Transformation OR NURS 516 Application of Legal and Ethical Principles to Healthcare Leadership (3 SH)
- NURS 515 The Healthcare Delivery System (3 SH)
- NURS 626 Managing in a Complex Health Care Environment OR MBA 555 Human Resource Management OR NURS 512 Knowledge Development: Epidemiology and Informatics (3 SH)
- NURS 628 Systems Approach to Organizational Behavior OR OLS 530 Organizational Behavior (3 SH)
- OLS 515 Introduction to Leadership Studies (3 SH)

Course Descriptions - Health Care Management Graduate Program

BMX 603 Cross-Cultural Health Care (3 SH)

This summer course is experiential based and requires involvement and study in another cultural-setting for a three-week period. Students, under guidance from the instructor, explore values, methods, and outcomes of health care or the practice of biomedicine in a unique cultural setting. Differentiation of resources, social, psychological, and spiritual ideas contrasting the student's personal culture with the explored culture are examined. Involvements with alternative medicine and healing practices are considered as are examination of traditional health care delivery methods in the studied culture. Cross-cultural settings may vary but frequently include trips to Guatemala, Honduras and/or Peru. A 3.0 GPA is required at the end of fall semester to be eligible to take BMX 603 the following summer.

HCM 630 Healthcare Management Capstone (3 SH)

This course integrates master's prepared executive skills with the challenge of implementing a change process in a new role or setting. In addition to participating in discussion forums, the course involves literature review and reading, reflective and scholarly writing, and leading and evaluating a quality improvement project. The student will partner with a nurse-leader preceptor to implement a change project at either a higher level within the organization than the student's current practice level, in a different setting than their current role or setting, or in a multidisciplinary setting. Working with the faculty and preceptor to apply content and approaches studied during the MSN program, all projects must include a *system change* with analysis of the system and ethical challenges, consideration of primary, secondary, and tertiary strategies to accomplish projected outcomes, interpretation of the financial impact of the project, evaluation of potential social, distributive and interactional justice issues, and integration of the nurse's voice throughout the progression of the project. *NOTE:*

Prerequisite is NURS 620

MOL 680 Sustainable Organizations for the Common Good (3 SH)

This course integrates three pillars of organizational management: management, leadership and stewardship for organizational effectiveness and serving the common good. It includes an eight-day residency designed to engage students as reflective practitioners and invite them to develop an openness to new ways of experiencing and thinking about the world through interactions and learning in a different setting and culture. A core value of the program is global citizenship, recognizing that organizations are interdependent and mutually accountable to local, national, and global communities; this suggests that a global perspective is important for today's business and organizational leaders.

NURS 503 Practice Skills for Conflict Transformation (3 SH)

This course focuses on understanding conflict, and on the roles, skills, strategies, processes and personal awareness needed for reflective leaders/practitioners facilitating conflict transformation in interpersonal and small group settings. Participants will be asked to consider their personal responses to conflict and their professional roles and responsibilities in relation to conflict. The course will include an overview of basic processes of conflict transformation including negotiation, mediation, group facilitation, and circle processes among others. Students will practice/evaluate the skills of listening, issue identification, appreciative inquiry, nonviolent communication, methods for structuring conversation in group settings, and awareness of the impact of self on others. The course is delivered through online discussions, reading, case studies, and an on-campus component with interactive activities and role plays.

NURS 512 Knowledge Development: Epidemiology and Informatics (3 SH)

This course combines concepts from Epidemiology and Informatics in a manner that allows the student to simultaneously apply content from both areas in an ongoing case study. Students will develop competence in the application of epidemiological tools and processes such as surveillance, incidence and prevalence, mapping and risk to chronic or infectious disease conditions. An ecosocial approach to causality is explored. Students will demonstrate competence in use of data tools, databases, and interdisciplinary communication systems. The application of informatics technology to enhance outcomes on individual, group and population levels within an ethical framework is a major focus. Students will comprehend how knowledge is acquired, processed, generated, and disseminated.

NURS 515 The Healthcare Delivery System (3 SH)

This course provides a conceptual model of the American health care system and the governmental system of developing and implementing health policy. This includes a theoretical framework as well as a delineation of the functions and roles of the major sectors of the U.S. health care system.

NURS 516 Application of Legal & Ethical Principles to Health Care (3 SH)

This course examines legal and ethical issues nursing and other health care managers negotiate as they manage the delivery of health care. Themes throughout the course include the manager as the steward of ethics and the importance of ethical awareness for all staff and staff inclusion in ethical decision making. The use of an organizational ethics committee will be practiced utilizing an ethical decision-making model which focuses on the importance of organizational values/mission, personal ethics, professional standards, and evidence-based decision-making. The influence of faith-based values on ethical decision-making will be outlined with students expected to identify and reflect how their own personal values shape their ethical positions. The context of the ethical response of management to medical errors and malpractice claims also will be examined. Multiple case studies that reflect these

issues will be used to engage the students in decision-making regarding an appropriate managerial response.

NURS 620 Safety, Risk Reduction and Quality (4 SH)

This course examines issues of safety, risk reduction and quality of care at all levels of the health care system, and the role of nurse leaders in this area. The Institute for Medicine [IOM] states that health care should be safe, effective, equitable, patient-centered, efficient, and timely. This course is structured to cover each of these criteria and is broken into two sections. The first seven weeks examine the science and application of science for quality improvement as a preventive process. In the second section, the principles and methods for quality and safety as well as how organizations respond to safety issues will be reviewed. A variety of other issues related to quality and safety will be integrated throughout the course including the role of nursing and nurse leaders in the establishment of a quality and safety culture; the interchange between quality, cost, and value; as well as how quality is impacted by and impacts global and cultural aspects of health care.

Concurrent with this content, students will be creating and finalizing the methodology for their MSN capstone evidence-based quality improvement project with the end-result being the completion of an official proposal to a designated Capstone Project Faculty Advisor. Once approved, this project will be implemented in the subsequent NURS 630 course during the following summer. In essence, the spring semester is the Plan phase of your QI project. (NOTE: Prerequisite to this course is an undergraduate research course as well as problem-identification activities in collaboration with the MHM Program Director or Designee)

NURS 626 Managing in a Complex Health Care Environment (3 SH)

This course examines the dynamics of leading the health care organization in times of rapid change during the 21st century. That change can be used to leverage effective organizational performance. The premise for leading healthcare organizations will be examined to include understanding the stakeholders, fulfilling the goals of the mission statement, utilization of evidence-based decision making to achieve goals, and sharing the rewards of improvement. The development of a culturally competent workforce that is focused on the delivery of care that exceeds expectations of a culturally diverse client base will be explored. The manager's role in shaping the organization for effective leadership will be a major theme throughout the course. Theories of servant leadership and transformational leadership will be examined.

NURS 628 Systems Approach to Organizational Behavior (3 SH)

All organizations are organic, interconnected systems that take on a life of their own regardless of the individuals that occupy various roles in the system. Leaders need to understand their organizational systems and the behavior of those systems if they hope to effectively lead or change them. This course will explore organizational behavior and organizational development through metaphors and from a systems perspective, including concepts of change and conflict. It will rely heavily on student participation. Learning topics include motivation theory, group behavior, leadership, decision-making, organizational structure and culture, emotional intelligence and communication. This course affirms a systemic perspective and approach to organizational behavior and the content is applicable to students in for-profit, not-for profit, church, and educational organizations. During the course you will read, respond to forum questions, meet with the CEO or board chair, discuss content with classmates, analyze a meeting and write three papers in our quest to meet course objectives.

NURS 702 Health Information Technology (3 SH)

This course covers key topics in changes in technology, policies, and innovations that have occurred, historically and recently. Topics also include health informatics (HI) overview, electronic health records, healthcare data analytics, health information exchange, architecture of information systems, evidence based practice, consumer health informatics, HI ethics, and quality improvement strategies for HI.

OLS 515 Introduction to Leadership Studies (3 SH)

The course is an overview of various leadership theories, examining models of leadership, philosophies of leadership and different leadership styles. The advantages and disadvantages of various approaches will be studied.

OLS 530 Organizational Behavior (3 SH)

All organizations are organic, interconnected systems that take on a life of their own regardless of the individuals that occupy various roles in the system. Leaders need to understand their organizational systems and the behavior of those systems if they hope to effectively lead or change them. This course will explore organizational behavior and organizational development from a systems perspective, including concepts of change and conflict. It will rely heavily on case studies and student participation.

OLS 540 Managerial Finance and Accounting I (3 SH)

Managers, executives and boards carry fiduciary responsibility for their organizations. It is therefore imperative that they know how to read financial statements, analyze financial health, and communicate this knowledge effectively to others. This course teaches how financial data is generated and reported, as well as how it is used at the managerial level for decision-making, analysis and valuation. Topics include: understanding and reading financial statements, financial statement analysis, ratio analysis – what the numbers really mean, budgeting, and organizational governance.

OLS 610 Strategic Marketing Management (3 SH)

Provides an introduction to the principles and practices of marketing. Topics include marketing structure, channels of distribution, consumer behavior, pricing, advertising, industrial marketing, telemarketing and marketing research. Aspects of international marketing and service marketing are included. Consumer behavior topics include psychological, sociological and anthropological variables that influence consumer motivation and actions.

Interdisciplinary Studies Graduate Program

- [About - Interdisciplinary Studies Graduate Program](#)
- [Admission - Interdisciplinary Studies Graduate Program](#)
- [Program Policies - Interdisciplinary Studies Graduate Program](#)
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About - Interdisciplinary Studies Graduate Program

Established on the principle that solving problems and producing knowledge in the 21st century often requires crossing disciplinary boundaries, the Master of Arts in Interdisciplinary Studies student is an active participant in proposing a curriculum that supports an individualized and scholastically rigorous academic goal while customizing coursework to their specific areas of interest.

Students may choose classes from the existing curriculum within our graduate programs, in an undergraduate course with a master's-level syllabus, through the creation of new classes within a graduate program, or directed studies with faculty offering mentoring and training in an area of expertise.

Admission - Interdisciplinary Studies Graduate Program

All applicants are required to provide the following documents and information:

1. A completed Master of Arts in Interdisciplinary Studies (MAIS) application with a non-refundable \$50 application fee
2. Official transcripts from all colleges or university attended
3. A personal statement of career goals and how they relate to pursuing the MAIS degree
4. A resume
5. Two references complete and return a letter of recommendation
6. Applicants must hold a bachelor's degree from an accredited institution with a cumulative GPA of at least 2.5 on a 4.0 scale.
7. Applicants must arrange a personal interview with the MAIS Program Director at which time they will together complete the Learning Goals exercise.
8. An MAIS Course Plan Schedule must be developed with the MAIS Program Director and signed by members of the MAIS Admissions Committee.
9. Payment of the \$115 individualized master's fee will be collected prior to acceptance.

Program Policies - Interdisciplinary Studies Graduate Program

1. The name of the degree listed on the transcript will be Master of Arts in Interdisciplinary Studies. In addition, students will choose one or two areas of specialization from the graduate programs of study.
2. Students are admitted to the Master of Arts in Interdisciplinary Studies (MAIS) program by the MAIS admissions committee consisting of the MAIS program director, the program director of the student's primary program of study, and the program director of the secondary program of study.

3. The course plan must include a minimum of 12 semester hours and a maximum of 18 semester hours from the primary program and a minimum of 9 semester hours and a maximum of 12 semester hours from the secondary program. The 12 to 18 semester hours from the primary program is best fulfilled by requiring that MAIS students be steered towards an existing graduate certificate in their primary program.
4. A coherently designed plan that does not follow these guidelines is an additional option but requires the Dean of Social Sciences and Professions' approval. This policy regarding credits in the course plan and the admissions committee will be reviewed annually.
5. The proposal for individualized study must come through the MAIS program director. Admission in the program is contingent on a MAIS course plan schedule being developed by the student and the MAIS program director. The MAIS course plan schedule must then be approved and signed by each member of the MAIS admissions committee. The MAIS program director is responsible to oversee consultation between the graduate programs included in the course of study.
6. Once the plan of study is completed, assuming all other admission criteria are met (See admission criteria on website), the MAIS program director sends the applicant a letter of acceptance. The Primary program director will provide on-going advising throughout the student's enrollment.
7. The MAIS degree must include a minimum of 36 semester hours of graduate level work. Prerequisite courses may be negotiated within the proposed course of study. Such courses do not count toward the 36 semester hour degree requirements.
8. An individualized program can be designed for any area that is mutually agreed upon by the MAIS program director, the sponsoring graduate departments, and the student.
9. The MAIS program director will oversee the development of a set of core student specific competencies, such as research skills, and ethical reasoning, that will be expected to be met within the MAIS degree.
10. Students may request to transfer credits from other regionally accredited colleges or universities based on the credit transfer policy of their primary graduate program. A transfer of credit request form must be completed. Requests for transfer credit should be directed to the MAIS program director and will be considered on a course by course basis.
11. The degree must include some capstone or thesis project. Such a project can satisfy up to 6 hours of the degree. Options for fulfilling the capstone requirement include completing a practicum, designating a specific project in a course as a capstone, or writing a supervised thesis. The capstone requirement should be specified in the initial course plan, and should take place within the student's primary program.
12. MAIS students are subject to all the policies pertaining to graduate students.
13. Given an approved course of study, MAIS students have the same access to those courses within a program as other degree students within that program.
14. The cost of the degree will include an individualized master's fee of \$115 paid to the Office of the Dean of Social Sciences and Professions. The fee is to cover individualized advising and other overhead associated with managing the individualized course of study. The MAIS student will be responsible for any additional fees associated with the primary program. In addition there will be a \$50 application fee that will also be paid to the Office of the Dean of Social Sciences and Professions.
15. Tuition will be the charge per course of the program in which the course is taken.

16. Assessment of student learning objectives will be the responsibility of the primary program in which the MAIS student is enrolled. The MAIS program director will provide a rating sheet to confirm completion of the student's primary and secondary coursework, as well as a rubric to assess the student's own learning objectives using their capstone assignment.

Degree Requirements - Interdisciplinary Studies Graduate Program

Degree: Master of Arts

Semester Hours: 36

Interdisciplinary Studies Program Highlights

- A 36-hour program that offers an individualized curriculum created by the student, overseen by a faculty advisor from university faculty appropriate to the course of study.
- Customize your curriculum from over 100 courses.
- Choose an advisor from our long list of outstanding faculty to shepherd you through your program.
- Finish the degree in as little as 24 months, attending classes part time.

Customize a master's degree from these areas of concentration:

- Biomedicine
- Business administration
- Church leadership
- Conflict transformation
- Counseling
- Education
- Health services administration
- Nonprofit leadership and social entrepreneurship
- Nursing leadership
- Organizational leadership
- Restorative justice
- Seminary

Master of Business Administration

- [About - MBA](#)
- [Admission - MBA](#)
- [Academic Policies - MBA](#)
- [Degree Requirements - MBA](#)
- [Course Descriptions - MBA](#)

About - MBA

Our Program Values

Following are the values we bring to leadership education:

- **Leading as Service** – Transformative leadership starts with self-awareness and leads to empowering and serving others.
- **Planning for Sustainable Organizations** – Business, organizational, community, and global economic success, as well as an acknowledgement of our interdependence with our environment, are vital for healthy societies.
- **Building Community** – We live, learn, grow, and thrive in relationship with others. We believe that learning occurs best in the context of diverse community.
- **Global Citizenship** – We are interdependent and mutually accountable to local, national, and global communities. As a result, we believe in interdisciplinary, cross-cultural, and interfaith engagement around world problems.
- **Growing Spiritually** – As leaders, we are on a journey of spiritual formation and growth, drawing on our spiritual resources to improve our communities and organizations.

Admission - MBA

Application Timeline

Application are accepted at any time, but should be submitted by June 30 for a fall entry into the program.

Admission Criteria

Persons applying to the MBA program should meet the following requirements:

1. Bachelor's degree from an accredited institution with a 3.0 GPA.
2. 2 years of work experience or alternative work experiences, such as a business-related undergraduate degree or other graduate degrees or studies.
3. For non-native English speakers, a TOEFL score of at least 550 (paper based) or equivalent is required.

Application Process

A completed application includes:

1. A completed EMU MBA online application.
2. A non-refundable application fee of \$50.
3. Official transcript(s) from each college or university attended.
4. Two letters of recommendation, including one from an employer.
5. An interview with the MBA director.

An MBA admissions committee composed of program faculty makes the final admission decision.

You can contact [Stephanie Whitson](#), Recruitment Specialist, for more information.

Academic Policies - MBA

All students taking MBA courses are subject to the policies below and the overall graduate program policies. Exceptions to these policies are at the discretion of the graduate program and will be made in consultation with the academic program coordinator and the student's academic advisor.

Review the university-wide graduate program policies found at the beginning of this graduate school catalog.

Class participation and absences

Class attendance and engagement is an important part of the learning process in MBA courses. Due to the typical one-meeting-per-week schedule, each class session carries a heavy percentage of course content. Students are advised to organize their schedules to miss no more than 15% of scheduled class time, which is no more than one session per 6-week course. Refer to the MBA program class absence policy for more details.

Graduation GPA Calculation

For the MBA program, the program requires a 3.0 minimum GPA. Graduation GPAs are calculated from the quality points earned on all courses applied towards the completed degree or certificate.

Incomplete grades

A grade of "Incomplete" may be granted at the discretion of the instructor when two conditions are met.

1. When an emergency or other unforeseen problem arises which prevents the student from completing coursework.
2. When the coursework the student has submitted in the course to date has been satisfactory.

The student must request, in writing, a grade of "Incomplete" from the instructor **at least one week before the end of the semester** in which they are enrolled in the course. If the instructor chooses to grant an Incomplete, the student will have up to 60 days from the date of receiving an Incomplete to complete all of their coursework. A student may also request, in writing, a second extension for up to another 30 days with compelling rationale. The program director is responsible for approving the incomplete and any extension (either the initial 60 days or a subsequent 30 days).

A grade of “Incomplete” which is not resolved by the 60-day deadline (unless extended) will be changed to reflect the grade earned based on work actually submitted. If the instructor has not submitted a grade to replace the “I” within 60 days, the **“I” will be changed to an “F”** (unless an additional 30 days has been granted). A grade of “Incomplete” may not be extended beyond a total of 90 days (three months).

Leave of Absence

Graduate students who intend to interrupt their studies in a graduate program for more than one full semester are required to submit a written request to the program director. The written request must state the reason for the requested leave and the amount of time anticipated until studies can resume. (Acceptable reasons for requesting a leave of absence include, but are not limited to, medical circumstances, financial challenges, or a family crisis.) A response will be given within 30 days of receipt of the written request.

If a student does not submit a written request for a leave of absence for review and approval, their admission to the graduate program may be revoked due to lack of sufficient academic progress. The student would retain the right to reapply for admission at a later date.

Transfer Credit Policy

Candidates may request to transfer up to six hours of coursework from other regionally accredited colleges or universities. A transfer of credit request form must be completed. Requests for transfer credit approval may be directed to the program director and will be considered on a course by course basis as applicable to the particular concentration area. A candidate must submit an official transcript from the university that awarded the graduate credit.

All transfer credit must meet the following criteria:

- The coursework was completed within five years of admission to the EMU program.
- The credit must reflect applicability to EMU’s MAOL goals and program purposes.
- All transfer work must have a grade of A or B from a regionally accredited college or university.

Transfer of credits completed at EMU to another institution is at the discretion of that institution.

Candidates should check with the institution to which they wish to transfer regarding the transferability of EMU credits.

Degree Requirements - MBA

Degree: Master of Business Administration

Semester Hours: 36

Program may be completed fully online (see details regarding international residency below)

The MBA is 36 semester hours (SH) which includes North American and international residencies.

Core Courses (36 SH)

- MBA 522 Leadership and Management for the Common Good (3 SH)
- MBA 523 Human Capital Development (3 SH)
- MBA 541 Global Sustainability (3 SH)
- MBA 564 Organizational Behavior (3 SH)
- MBA 585 Financial and Managerial Accounting (3 SH)
- MBA 615 Narrative Leadership (3 SH)

- MBA 623 Financial Management (3 SH)
- MBA 647 Strategic Marketing Management (3 SH)
- MBA 663 Managerial Economics (3 SH)
- MBA 670 Strategic Leadership in a Multicultural World (3 SH)
- MBA 671 Data Analytics for Decision Making (3 SH)
- MBA 680 Sustainable Organizations and Global Citizenship (3 SH)

North American Residency

Typically, each cohort will begin with a long weekend at one of the partner schools. This time will serve as an orientation to the program and allow time for students to get to know one another. Students will begin their first course during this residency, MBA 522 Leadership and Management for the Common Good.

International Residency

One of our program's core values is **global citizenship**. We believe that organizations today are interdependent and mutually accountable to local, national, and global communities. As a result, we believe in interdisciplinary, cross-cultural, and interfaith engagement. To that end, a global perspective is important for today's business and organizational leaders. This one-week international residency not only provides students with a global perspective but also a context in an on-going case study for the entire MBA curriculum. In addition, this residency is also a resume enhancing, hands-on experience that provides perspective for student's day-to-day work and their development as leaders in their organization.

Course Descriptions - MBA

MBA 522 Leadership and Management for the Common Good (3 SH)

Complexity, globalization, and competing demands characterize the realities of leading and managing organizations in today's environment. The focus of the course is on developing systemic wisdom and long-term perspective. The course combines times for self-reflection, conversation, questioning, and integration of various leadership and management theories to identify approaches to leading people, systems, and organizations in ways that bring restoration, that offer hope, and that work toward promoting the common good.

MBA 523 Human Capital Development (3 SH)

Developing human capital means creating and nurturing organizational environments in which human beings can develop and apply new ideas, competencies, skills, attitudes, and behaviors. This course will enhance your knowledge and understanding of the value created by an engaged workforce. The course will focus on supporting employees developing skills and abilities in an intrinsically engaging environment. In addition we will study ways individuals and organizations benefit from well-managed conflict while limiting destructive conflicts that sap organizational creativity and energy.

MBA 541 Global Sustainability (3 SH)

The global economic system produces goods and services on a massive scale. Consumers benefit from access to necessities as well as increased comfort, convenience, and choice. Producers benefit from

opportunities to innovate and invest, while also providing employment and generating returns to investors. The question many are asking, however, is simple: can the current system be sustained in the long run? To be sustainable, businesses and nonprofit organizations must find ways to generate value and minimize waste while simultaneously satisfying human needs and protecting ecological systems. This course examines the global economic system from a triple-bottom line perspective – planet, people, and profit. It utilizes systems thinking and explores seven forms of capital: financial, manufactured, natural, human, social, cultural, and spiritual.

MBA 564 Organizational Behavior (3 SH)

Utilizing an experiential case study method, this course surveys the evolution of theory, practice, and research in the areas of organizational behavior. Learning topics include motivation theory, group dynamics, leadership, decision-making, conflict transformation, change theory, organization structure, emotional intelligence and communication. This course affirms a systemic perspective and approach to organizational behavior and affirms the concepts implicit in the concept of Leadership for the Common Good.

MBA 585 Financial and Managerial Accounting (3 SH)

Managers and executives carry fiduciary responsibility for their organizations; it is therefore imperative that they know how to read financial statements, analyze financial health, assess financial risks, and communicate this knowledge effectively to others. The course emphasizes the role of the manager relating to finance and accounting through the analysis of quantitative information largely at the conceptual level. Topics include financial governance, understanding and reading financial statements, financial statement analysis, cost behavior, break-even analysis, budgeting, balanced scorecard, working capital management, and the use of short-term cash planning. The overall aim is to improve organizational decision-making based on financial, social, and ecological metrics.

MBA 615 Narrative Leadership (3 SH)

Effective leaders communicate to inspire talent to excel, to partner with investors and communities, to engage with customers and clients, and to grow their impact in the world as part of a global community. These communications are understood and acted upon based on the perceived context of the communication. Effective leaders are attentive to the ways that they shape the narratives that form the context for this communication. This course helps leaders to shape their own story and the organizational stories to cultivate an authentic, trustworthy, and compelling narrative whether oral or written, in person or embedded within social media, in small groups and with large audiences.

MBA 623 Financial Management (3 SH)

This course examines the quantitative tools managers use in decision making. Topics include an in-depth analysis of value chains, including supply chain and distribution channels, activity-based management, analysis of external funds needed, in-depth analysis of time value of money, and capital budgeting.

MBA 647 Strategic Marketing Management (3 SH)

This course focuses on the tasks of creating and communicating value and gaining loyal customers for an organization in today's dynamic global marketplace. Topics include marketing strategy and planning, marketing research, the impact of technology on strategic marketing decisions, consumer behavior, ethics in marketing, social media and its role in marketing, internet marketing, customer

relationship management, database marketing, and marketing evaluation. Leadership for the Common Good concepts are also offered as a backdrop for an ethical marketing framework.

MBA 663 Managerial Economics (3 SH)

This course applies insights from economic theory to the functions of managerial planning and decision making within a market-oriented business context. Specific content includes an overview of the market system, consumer demand theory, cost analysis, profit analysis, pricing strategies, the economics of technical change and innovation, the architecture of the firm, employee incentives, international economic impacts, and government regulation. Leadership for the Common Good concepts are also offered as competing methods of improving the traditional market system.

MBA 670 Strategic Leadership in a Multicultural World (3 SH)

Historically the field of strategy has focused on strategies as mechanisms for winning and thus causing others to lose. Instead, we are learning that strategic partnerships and creation of manufacturing/service processes that develop human capabilities and use material resources wisely are needed to position the organization for sustained success in the marketplace. This course will help leaders develop approaches that strategically position their organizations to achieve this success. Theoretically this course will be grounded in Michael Porter's recent work on creating shared value.

MBA 671 Data Analytics for Decision Making (3 SH)

The quality of decision making in organizations is greatly influenced by the quality of data gathered and by information derived from that data. This course focuses on the use of tools and processes to enhance corporate decision making strategies. Topics include research design, survey development, defining data and information requirements, how and where data is stored, informatics and business intelligence, critical thinking, and transforming data into meaningful information.

MBA 680 Sustainable Organizations and Global Citizenship (3 SH)

This course integrates the three pillars of the Collaborative MBA Program; management, leadership and stewardship for organizational effectiveness, and serving the common good. The keystone of the course is an 8-day international residency designed to engage students as reflective practitioners and invite them to develop an openness to new ways of experiencing and thinking about the world through interactions and learning in a different country. One core value of the Collaborative MBA is global citizenship, recognizing that organizations are interdependent and mutually accountable to local, national, and global communities; this suggests that a global perspective is important for today's business and organizational leaders. This course is designed as a capstone course, even though it is scheduled midway through the program; it prompts students to test and apply what they have learned in their first year, then the experience becomes an ongoing case study for all subsequent work in the program.

Nursing Graduate Program

- [About - MSN and Graduate Certificates](#)
- [Admission - MSN and Graduate Certificates](#)
- [Degree Requirements - MSN](#)
- [Course Descriptions - MSN](#)
- [About - DNP](#)
- [Admission - DNP](#)
- [Degree Requirements - DNP](#)
- [Course Descriptions - DNP](#)
- [Certificate Requirements - Nursing Graduate Certificates](#)
- [Course Descriptions - Nursing Graduate Certificates](#)

About - MSN and Graduate Certificates

Be part of our **community of online learners**! Recent graduates praise the values-based program that provided a supportive network for their professional exploration and development.

What is unique about EMU's Master of Science in Nursing (MSN) program?

- Students develop leadership skills while being mindful of what is just, culturally competent, respectful and sacred.
- Course assignments are structured for direct application in the student's professional work setting.
- An inter-professional focus means you'll study business, education, conflict transformation, and nursing.
- Our [sacred covenant framework](#) of nursing is based on faith and values, high professional standards, and bringing people to wholeness and healing.
- Small class sizes enhance community-building.
- Our program is primarily asynchronous online distance learning with some synchronous online class sessions.
- Many of EMU's expert nursing faculty have extensive cross-cultural experience.
- Earn up to 400 faculty-supervised practicum hours that can be applied towards a future DNP degree.

MSN with Leadership and Management Concentration

Nursing is rapidly evolving as a profession along with health care in general. Graduates of a master of science in nursing leadership and management program can often find jobs in the following areas:

- Unit managers and directors in hospitals
- Supervisors or directors in public health, long-term care, or other agencies
- Specific roles in institutions, such as safety, infection control, case management, or patient education
- College-level teaching in nursing at an associate or baccalaureate level. If at the baccalaureate level, you will need to consider a PhD or DNP in the future.

MSN with Leadership in Trauma Awareness and Resilience Concentration

This program allows students to explore their leadership skills recognizing the potential trauma that clients and staff have experienced. Having such an awareness, the nurse leader creates healthy work and care environments that advocates for patient and staff to enhance their resilience. These skills are applicable for the nurse leader in a broad array of nursing roles within the diverse health care environment.

Course work throughout the program involves direct application to their current work setting. Further, students in their final semester implement a quality improvement initiative to improve this setting. Such assignments provide for understanding their health care context with broader and deeper views, while also transforming the health care environment.

The first four courses in this concentration are taken through the [Trauma and Resilience in Healthcare Settings](#) graduate certificate program.

MSN with Leadership and School Nurse Concentration

The program is consistent with current Pennsylvania state and national school nurse standards and guidelines. It focuses on health care management for school-aged children and is designed to prepare registered nurses to meet the health needs of children of all ages in diverse school settings. Graduates of this program meet the requirements for a Pennsylvania certificate as a Level I Educational Specialist-School Nurse and also can submit their post-CSN course credits towards the PDE Level II certificate. However, school nurses from states other than Pennsylvania will find the program beneficial as well. Graduates of other Pennsylvania Department of Education approved school nurse certification programs can also transfer their credits into the MSN as well.

Graduates of a master of science in leadership and school nurse concentration can find jobs in the following areas:

- School and camp settings
- Supervisors or directors in public health, or other agencies
- College level teaching in nursing at an associate or baccalaureate level. If at the baccalaureate level, you will need to consider a PhD or DNP in the future.

Graduate Certificate in School Nursing

EMU Nursing offers a Graduate Certificate in School Nursing (CSN) approved by the Pennsylvania Department of Education. The purpose of the Graduate Certificate in School Nursing is to prepare registered nurses to meet the health needs of children of all ages in diverse school settings. This post baccalaureate program consists of 12 credits of coursework, including a practicum, leading to a certificate as a **Level I Educational Specialist-School Nurse** in Pennsylvania.

Courses are offered online. This certification program can be taken as part of the MSN with Leadership and School Nurse concentration or independent of the MSN. For students wishing to pursue an MSN, the certification program provides an easy transition into the MSN with Leadership and School Nurse concentration. Since courses are offered in an online format, this program can be **accessible to all nurses from any state.**

Upon completion of the Graduate Certificate in School Nursing curriculum, students who are RNs in Pennsylvania are eligible to apply for the School Nurse Certificate (Education Specialist I) issued by the Pennsylvania (PA) Department of Education. The PA DOE requires conversion to an Education Specialist Level II certificate within six service years as a Certified School Nurse.

Admission - MSN and Graduate Certificates

Application Requirements

- Bachelor's degree from a regionally accredited institution but not necessarily in nursing.
- License to practice as a registered nurse
- Minimum of 2080 hours (equivalent to one year full-time) of work experience as a registered nurse
- At least a 3.0 undergraduate grade point average

Application Process

A completed application includes all of the following:

- EMU's MS in Nursing (MSN) [application](#)
- Non-refundable application fee of \$50 paid online
- Two reference forms – one from an employer and one academic – submitted online
- Official transcripts from each college or university attended. Transcripts should be sent to Eastern Mennonite University, Attn: MSN Program, 1200 Park Road, Harrisonburg VA 22802.
- Interview with the MSN director and/or the school nurse coordinator

MSN with Leadership and Management Concentration

Deadlines

May 15 is the deadline for submission of all application materials, with final decision of admissions made by June 1. The program begins with a 1 semester hour course in late July starting with a mandatory day and a half orientation held virtually.

Application

Applicants are accepted to the program on a rolling basis. Applicants will be notified as committee decisions are made.

MSN with Leadership in Trauma Awareness and Resilience Concentration

Deadlines

June 1 is the deadline for submission of all application materials, with final decision of admissions made by July 1. The program begins with a 1 semester hour course in late July starting with a mandatory day and a half orientation held virtually.

Application

Applicants are accepted to the program on a rolling basis. Applicants will be notified as committee decisions are made.

MSN with Leadership and School Nursing Concentration/Graduate Certificate in School Nursing

Deadlines

For those students needing to obtain a Pennsylvania Level 1 School Nurse Certificate:

- February 15 for submission of all application materials, with final decision of admission by February 15. The program begins with a mandatory one and a half day virtual orientation, in mid-May, with classes starting immediately after orientation.

For those students who already have a Level 1 School Nurse Certificate:

- May 15 is the deadline for submission of all application materials, with final decision of admissions by June 1. The program begins with a 1 semester hour course starting in late July that includes a mandatory day and a half virtual orientation in late July.
- If the Level 1 Certificate courses were completed at EMU within the last year, no additional program orientation is required except for attendance at the virtual orientation to the first MSN course which starts in late July.

Application

Applicants are accepted to the program on a rolling basis. Applicants will be notified as committee decisions are made.

Graduate Certificate in Trauma and Resilience in Healthcare Settings Admissions

Admission Requirements

- Bachelor's degree in any field from a regionally accredited institution.
- Minimum 3.0 GPA for application. Applicants with a GPA below 3.0 will be considered on an individual basis and may be required to demonstrate academic ability prior to enrolling in the program.

Application Procedure

A completed application includes all of the following:

- EMU Trauma and Resilience in Healthcare Settings application submitted online
- Request official transcripts (not student copies) from each college or university you have attended. The official transcripts should be sent to admissions.online@emu.edu.

Degree Requirements - MSN

Degree: Master of Science

Semester Hours: 37-39

Program is completed fully online

MSN with Leadership and Management Concentration

Core Courses (37 SH)

- NURS 501 Introduction, Sacred Covenant Conceptual Framework (1 SH)

- NURS 503 Practice Skills for Conflict Transformation (3 SH)
- NURS 510 Historical, Philosophical and Theoretical Foundations of Nursing (3 SH)
- NURS 511 Translational Scholarship for Evidenced-Based Practice (3 SH)
- NURS 512 Knowledge Development: Informatics, Epidemiology and Outcomes (3 SH)
- NURS 515 Health Care Delivery System (3 SH)
- NURS 516 Applications of Legal & Ethical Principles to Healthcare Leadership (3 SH)
- NURS 620 Safety, Risk Reduction, and Quality Care (4 SH)
- NURS 622 Nursing Administration Finance (2 SH)
- NURS 626 Managing in the Complex Healthcare Environment (3 SH)
- NURS 628 Organizational Behavior (3 SH)
- NURS 629 Instructional Methodologies for Nurse Leaders (2 SH)
- NURS 630 Leadership Project (4 SH)

NOTE: For both students taking 1 course or 2 courses per semester, NURS 511 is a prerequisite to NURS 620 which is a prerequisite to NURS 630. In addition, these courses must be taken sequentially in the student's last year in the program. Finally, all work must be completed or being taken concurrently before one is eligible for enrollment in NURS 630.

MSN with Leadership in Trauma Awareness and Resilience Concentration

Required Courses (39 SH)

- NURS 501 Introduction, Sacred Covenant Conceptual Framework (1 SH)
- NURS 510 Historical, Philosophical and Theoretical Foundations of Nursing (3 SH)
- NURS 511 Translational Scholarship for Evidenced Based Practice (3 SH)
- NURS 512 Knowledge Development: Epidemiology and Informatics (3SH)
- NURS 515 Health Care Delivery System (3 SH)
- NURS 516 Application of Legal and Ethical Principles to Health Care Leadership (3 SH)
- NURS 620 Safety, Risk Reduction and Quality Care (4 SH)
- NURS 622 Nursing Administration Finance (2 SH) - optional
- NURS 628 Systems Approach to Organizational Behavior (3 SH)
- NURS 630 Leadership Project (4 SH)
- **Trauma-related Courses Option #1/Graduate Certificate in Trauma and Resilience in Healthcare Settings (15 SH)**
 - *TRHS 541 Trauma, Restoration and Resilience in Healthcare Settings (3 SH)
 - *TRHS 561 Neurobiology of Trauma (3 SH)
 - *TRHS 571 Self-Care and Resilience for Healthcare Providers (3 SH)
 - *TRHS 621 Trauma-Informed Strategies for Healthcare Providers (3 SH)
 - *TRHS 631 Research in Risk and Resilience (3 SH)
- **Trauma-related Courses Option #2**
 - NURS 503 Skills in Conflict Transformation (3 SH)
 - Elective options to fulfill the 39 SH requirements for graduation:
 - PAX 540 STAR Level 1 (2-3 SH)
 - PAX 640 STAR Level 2 (2-3 SH)
 - PAX 571 Restorative Justice Principles, Theories, & Applications (3 SH)

- EDDA 571 Trauma, Restoration, and Resilience in Educational Environments (3 SH)

NOTE: For both students taking 1 course or 2 courses per semester, NURS 511 is a prerequisite to NURS 620 which is a prerequisite to NURS 630. In addition, these courses must be taken sequentially in the student's last year in the program. Finally, all work must be completed or being taken concurrently before one is eligible for enrollment in NURS 630.

MSN with Leadership and School Nursing Concentration

Core Courses (38 or 39 SH)

- EDCC 521 Peacebuilding and Conflict Resolution (3 SH) - *if not taking NURS 503*
- EDCC 531 Social & Ethical Issues in Education (3 SH)
- EDDA 571 Trauma Restoration and Resilience in Educational Environment (3 SH)
- *EDDS 601 Advocacy Issues Within Special Education (3 SH) - or accepted in transfer from another PDE-approved program
- NURS 501 Introduction to Sacred Covenant Conceptual Framework (1 SH)
- NURS 503 Practice Skills for Conflict Transformation (3 SH) – *if not taking EDCC 521*
- *NURS 504 School Nursing: Legal Mandates (3 SH) - or accepted in transfer from another PDE-approved program
- *NURS 505 School Nursing: Theory and Diverse Learners (3 SH) - or accepted in transfer from another PDE-approved program
- *NURS 506 School Nursing Practicum (3 SH) - or accepted in transfer from another PDE-approved program
- NURS 510 Historical, Philosophical and Theoretical Foundations of Nursing (3 SH)
- NURS 511 Translational Scholarship for Evidenced Based Practice (3 SH)
- NURS 620 Safety, Risk Reduction, and Quality Care (4 SH)
- NURS 628 Systems Approach to Organizational Behavior (3 SH)
- NURS 630 Leadership Project (4 SH)

*required 12 SH for the PA Department of Education Educational Specialist Level I Certification: School Nurse

NOTE: For both students taking 1 course or 2 courses per semester, NURS 511 is a prerequisite to NURS 620 which is a prerequisite to NURS 630. In addition, these courses must be taken sequentially in the student's last year in the program. Finally, all work must be completed or being taken concurrently before one is eligible for enrollment in NURS 630.

Course Descriptions - MSN

EDCC 521 Peacebuilding and Conflict Resolution (3 SH)

This course is an introduction to the theories and processes of conflict transformation and peacebuilding within educational and/or counseling contexts. Creating a culture of peace in education goes beyond solving problems. The goal is to nurture peaceful, just and caring relationships within communities. As such, educators, nurses and counselors will examine educational systems and relational literacy approaches, as well as their own personal beliefs, conflict resolution style(s), relationships,

communication skills, curriculum and instructional strategies, discipline systems and classroom organization processes. Participants will learn restorative teaching approaches and conflict resolution strategies and develop culturally sensitive peace curricula (modeling integrated, infused, or direct instruction) for specific classroom, clinical or community settings.

EDCC 531 Social and Ethical Issues in Education (3 SH)

This course examines historical, sociological, philosophical, ethical, legal, and multicultural issues in education. The course is designed to further equip you as a decision maker and leader in educational settings. Special attention is given to discussion of how public policy in education is shaped by the community's social and ethical concerns.

EDDA 571 Trauma Restoration and Resilience in Educational Environment (3 SH)

Most children experience traumatic events, and those events can profoundly influence their cognitive, physical, emotional, and social development. School staff may be unaware of the specific traumatic events impacting each child, and school environments may inadvertently exacerbate the impacts of trauma. Traumatic events may cause a child to have academic difficulty, behavior that interferes with learning or violates codes of student conduct, and troubled relationships with peers and school staff. Conversely, trauma-informed, resilience-fostering school environments can mitigate the impact of trauma and enhance the protective factors that provide the foundation for health, academic success, and positive peer and staff interactions. This course will introduce school personnel to the core concepts of adverse experiences, toxic stress, trauma, restoration, self-care, and resilience in the school environment, and provides a research-based, strength-based approach to creating a trauma-informed, resilience-fostering school environment.

EDDS 601 Advocacy Issues Within Special Education (3 SH)

This course is designed to assist the teacher/nurse practitioner in recognizing the impact and importance of decision-making and the dynamics of advocacy. This course includes, but is not limited to, current topics in special education, self-determination by and for students, development of the essential professional advocacy competencies, advocating for students with special needs, the rights of children, and the inclusive setting. Students will participate in an exploration of advocacy websites, develop an online product such as a wiki, blog, Facebook page, etc. or a brochure to use in their professional practice when working with families and colleagues. In addition, students will develop a personal position on advocacy.

NURS 501 Introduction to Sacred Covenant Conceptual Framework (1 SH)

This one semester hour course introduces new MSN students to master's level education and to the conceptual framework of the EMU Nursing program. Engagement with the approaches to leadership in nursing from an Anabaptist –Mennonite framework will enable the student to incorporate distributive justice, social justice, and relational justice into their practice. Students will become a community of learners, deepen effective communication strategies, and develop a plan for lifelong learning. Expectations and tools for graduate level writing and study will be reviewed.

NURS 503 Practice Skills for Conflict Transformation (3 SH)

This course focuses on understanding conflict, and on the roles, skills, strategies, processes and personal awareness needed for reflective leaders/practitioners facilitating conflict transformation in interpersonal and small group settings. Participants will be asked to consider their personal responses to conflict and their professional roles and responsibilities in relation to conflict. The course will include an overview of

basic processes of conflict transformation including negotiation, mediation, group facilitation, and circle processes among others. Students will practice/evaluate the skills of listening, issue identification, appreciative inquiry, nonviolent communication, methods for structuring conversation in group settings, and awareness of the impact of self on others. The course is delivered through online discussions, reading, case studies, and an on-campus component with interactive activities and role plays.

NURS 504 School Nursing: Legal Mandates (3 SH)

This course examines the roles and responsibilities of school nurses and the laws governing the practice of school nursing. The importance of the school nurse's responsibility to promote the health of students, enhance their ability to learn, and promote health among school personnel will be emphasized in this course. Current legal issues in school health as well as emerging roles and responsibilities of School Nurses will also be explored.

NURS 505 School Nursing: Theory and Diverse Learners (3 SH)

This course examines the roles and responsibilities of the school nurse in relation to promotion, restoration, and maintenance of health of school children. Management and evaluation of coordinated school health programs are discussed with an understanding for the need for outcome criteria. Principles of community health are applied. Significant emphasis will be placed on accommodations and adaptations for diverse learners.

NURS 506 School Nursing Practicum (3 SH)

This course follows the School Nursing: Theory and Diverse Learners course. In addition to the online learning activities, students will complete a 120 hour clinical practicum in various school settings. The dissemination of hours is as follows: 30 hours in the elementary setting, 30 hours in the middle school setting, 30 hours in the high school setting, and 30 hours with the diverse learner population. Clinical practicum assignments are individually planned with the approval of the course instructor.

(Prerequisites: NURS 504 and NURS 505)

NURS 510 Historical, Philosophical and Theoretical Foundations of Nursing (3 SH)

This course focuses on establishing emotionally intelligent nursing professionalism as a basis for fostering leadership within both the nursing profession and society. In considering aims for personal growth, students will evaluate the ways in which nurse theorists and other historical leaders role modeled professionalism and intelligent interpersonal and inter-professional relationships. Specific attention will be paid to nursing professionalism and the means through which nurses can advance the profession of nursing individually and collectively.

NURS 511 Translational Scholarship for Evidence-Based Practice (3 SH)

This course is designed to allow the learner to critically appraise research in order to translate current evidence into practice. Attention will be given to issues of research ethics, practice concerns, diverse populations and identifying gaps in evidence. The learners will investigate the role of the nurse leader in making the case for evidence-based practice. Learners will examine barriers to EBP, assess and work toward change as necessary to implement EBP, learn how to prepare staff for EBP, develop a structure for EPB, determine resources needed for EBP, use technology for EBP and complete a review of literature related to a quality improvement project. (NOTE: This course is a prerequisite to NURS 620)

NURS 512 Knowledge Development: Informatics, Epidemiology and Outcomes (3 SH)

This course combines concepts from Epidemiology and Informatics in a manner that allows the student to simultaneously apply content from both areas in an ongoing case study. Students will develop competence in the application of epidemiological tools and processes such as surveillance, incidence and prevalence, mapping and risk to chronic or infectious disease conditions. An ecosocial approach to causality is explored. Students will demonstrate competence in use of data tools, databases, and interdisciplinary communication systems. The application of informatics technology to enhance outcomes on individual, group and population levels within an ethical framework is a major focus. Students will comprehend how knowledge is acquired, processed, generated, and disseminated.

NURS 515 Health Care Delivery System (3 SH)

This course provides a conceptual model of the American health care system and the governmental system of developing and implementing health policy. This includes a theoretical framework as well as a delineation of the functions and roles of the major sectors of the U.S. healthcare system.

NURS 516 Applications of Legal and Ethical Principles to Health Care Leadership (3 SH)

This course examines the legal and ethical issues nursing and other health care leaders negotiate as they manage the delivery of health care services. Themes throughout the course include the manager as the steward of ethics and the importance of ethical awareness for all staff and staff inclusion in ethical decision making. The use of an organizational ethics committee will be practiced utilizing an ethical decision-making model which focuses on the importance of organizational values/mission, personal ethics, professional standards, and evidence-based decision-making. The influence of faith-based values on ethical decision-making will be outlined with students expected to identify and reflect how their own personal values shape their ethical positions. The context of the ethical response of management to medical errors and malpractice claims also will be examined. Multiple case studies that reflect these issues will be used to engage the students in decision-making regarding an appropriate managerial response.

NURS 620 Safety, Risk Reduction and Quality Care (4 SH)

This course examines issues of safety, risk reduction and quality of care at all levels of the health care system, and the role of nurse leaders in this area. The Institute for Medicine [IOM] states that health care should be safe, effective, equitable, patient-centered, efficient, and timely. This course is structured to cover each of these criteria and is broken into two sections. The first seven weeks examine the science and application of science for quality improvement as a preventive process. In the second section, the principles and methods for quality and safety as well as how organizations respond to safety issues will be reviewed. A variety of other issues related to quality and safety will be integrated throughout the course including the role of nursing and nurse leaders in the establishment of a quality and safety culture; the interchange between quality, cost, and value; as well as how quality is impacted by and impacts global and cultural aspects of health care.

Concurrent with this content, students will be creating and finalizing the methodology for their MSN capstone evidence-based quality improvement project with the end-result being the completion of an official proposal to a designated Capstone Project Faculty Advisor. Once approved, this project will be implemented in the subsequent NURS 630 course during the following summer. In essence, the spring semester is the Plan phase of your QI project. (NOTE: Prerequisite to this course is NURS 511 and NURS 630)

NURS 622 Nursing Administration Finance (2 SH)

The goal of this course is to equip master's students with enough knowledge about financial management in the context of health services to be successful in their day-to-day managerial activities. Only basic math is required (multiply, divide, add, and subtract) along with a willingness to ask questions and challenge the answers the math provides. Combining the basic mathematical skills, a questioning approach to problem solving, and the concepts/tools gained in this course students will gain the foundational knowledge needed to consider both "margin and mission."

NURS 626 Managing in the Complex Healthcare Environment (3 SH)

This course examines the dynamics of leading the healthcare organization in times of rapid change during the 21st century. That change can be used to leverage effective organizational performance. The premise for leading healthcare organizations will be examined to include understanding the stakeholders, fulfilling the goals of the mission statement, utilization of evidence-based decision making to achieve goals, and sharing the rewards of improvement. The development of a culturally competent workforce that is focused on the delivery of care that exceeds expectations of a culturally diverse client base will be explored. The manager's role in shaping the organization for effective leadership will be a major theme throughout the course. Theories of servant leadership and transformational leadership will be examined.

NURS 628 Organizational Behavior (3 SH)

All organizations are organic, interconnected systems that take on a life of their own regardless of the individuals that occupy various roles in the system. Leaders need to understand their organizational systems and the behavior of those systems if they hope to effectively lead or change them. This course will explore organizational behavior and organizational development through metaphors and from a systems perspective, including concepts of change and conflict. It will rely heavily on student participation. Learning topics include motivation theory, group behavior, leadership, decision-making, organizational structure and culture, emotional intelligence and communication. The content is applicable to students in for-profit, not-for profit, church, and educational organizations. During the course you will read, respond to forum questions, meet with an organizational leader, discuss content with classmates, analyze a meeting and write three papers.

NURS 629 Instructional Methodologies for Nurse Leaders (2 SH)

The aim of this course is for the nurse leader to develop a working knowledge of principles of instructional design that can be applied to the development of education for individuals or groups of patients, nursing staff or other members of the health care team. The practical demands of diverse audiences and inter-professional communication will be considered. Learners will explore principles of teaching and learning including theories of adult learning. Information and communication technologies as a means to delivery education will be explored. Learners will design, implement and evaluate a final teaching project within their work context.

NURS 630 Leadership Project (4 SH)

This course integrates master's prepared executive skills with the challenge of implementing a change process in a new role or setting. In addition to participating in discussion forums, the course involves literature review and reading, reflective and scholarly writing, and leading and evaluating a quality improvement project. The student will partner with a nurse-leader preceptor to implement a change project at either a higher level within the organization than the student's current practice level, in a

different setting than their current role or setting, or in a multidisciplinary setting. Working with the faculty and preceptor to apply content and approaches studied during the MSN program, all projects must include a system change with analysis of the system and ethical challenges, consideration of primary, secondary, and tertiary strategies to accomplish projected outcomes, interpretation of the financial impact of the project, evaluation of potential social, distributive and interactional justice issues, and integration of the nurse's voice throughout the progression of the project. (Prerequisite: NURS 511 and NURS 620)

PAX 540 STAR Level 1 (2-3 SH)

Whether working in advocacy, healthcare, education, government, care-giving, activism, or in any kind of leadership or community building capacity, stressors add up - particularly in the midst (and aftermath?) of pandemic. Research and experience demonstrate that unaddressed trauma often leads to conflict and violence against self or with others, as trauma-affected people act out against others or become self-destructive. STAR combines theory with experiential learning to increase awareness of the impacts of trauma on the body, brain, beliefs and behaviors. The course offers tools for addressing trauma and breaking cycles of violence.

STAR's multi-disciplinary framework draws on several fields of theory and practice to support healthy, resilient individuals and communities: trauma and resilience studies (including neurobiology), restorative justice, conflict transformation, human security, and spirituality. STAR centers participants' experience and insights, while offering activities, resources, and a theoretical model to support a journey toward understanding and interrupting cycles of violence at the individual, communal and societal levels.

PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)

This course provides a critical examination of the values, principles, and practices of restorative justice. It provides a unique opportunity to explore the philosophy of restorative justice from various perspectives, and as it is applied in various contexts. Our primary starting point is the U.S. criminal legal system and the problems posed by its dominant responses to harm and violence. We examine how restorative justice presents a contrasting philosophy of justice that addresses the needs of multiple stakeholders, draws from faith-based and indigenous approaches, and challenges interpersonal and structural forms of harm. We also explore intersections and applications of restorative justice with multiple fields and movements including racial justice, trauma healing, education, youth development, and transitional justice.

This course is offered every fall and in the Summer Peacebuilding Institute.

PAX 640 STAR Level 2 (2-3 SH)

Strategies for Trauma Awareness and Resilience (STAR) Level 2 invites people who have started to bring trauma awareness into their life and work for greater resilience to deepen their knowledge and skills. In Level 2, participants have a chance to:

- review and deepen learning around trauma awareness and resilience
- grapple with the complex realities and implications of structural and historical harms
- practice and deepen capacity for trauma-informed facilitation, and
- share plans and questions, while connecting with others who are applying STAR learning in their lives and work.

STAR Level 1 provides foundational content for this course. In Level 2, we continue to focus on trauma's impacts on body, brain, beliefs and behavior; how those impacts often lead to cycles of violence; and possibilities for breaking free from cycles of violence and building resilience. Participants in STAR Level 2 will also have the opportunity to join the STAR Practitioner learning community for ongoing connection and exchange as well as conceptual and practical resources.

Participants must have applied STAR concepts personally or professionally since completion of STAR Level 1 training (normally for a period of about 3-6 months). STAR 2 is also offered in the Summer Peacebuilding Institute.

Learn more about STAR on the [STAR website](#)!

TRHS 541 Trauma, Restoration and Resilience in Healthcare Settings (3 SH)

This course will introduce the core concepts of adverse experiences, toxic stress, trauma, restoration, self-care, and resilience in the healthcare setting and provide a research-based, strength-based approach to creating a trauma-informed, resilience-fostering healthcare setting. (Prerequisite: a bachelor's degree)

TRHS 561 Neurobiology of Trauma (3 SH)

This course will provide a foundational understanding of the neurobiology of the human stress response. Exploration of neuroscience as it applies to psychosocial stress, resilience, and the cultivation of well-being. Various heuristics of the brain and central nervous system will be presented. The course will present the frame of Interpersonal Neurobiology as an integrative method of applying neurobiological principles in the field.

TRHS 571 Self-care and Resilience for Healthcare Providers (3 SH)

This course provides information and strategies for the development of self-care practices to address burnout, compassion fatigue, and promote resiliency. Strategies to serve students, meet professional goals, and maintain health and well-being will be developed.

TRHS 621 Trauma-Informed Strategies for Healthcare Providers (3 SH)

Many clients in the clinical setting, in all genres of care may have, or may be, experiencing traumatic events. This can profoundly influence their client's health and well-being and response to care. The nurse may be unaware of the specific traumatic events impacting each client in the clinical setting and may, without knowledge and discernment, exacerbate the impacts of trauma. Traumatic events may cause a client to respond to therapy and care in ways that are more destructive than healing. When the nurse is well trained to identify signs of trauma, the nurse can initiate a care plan that provides with tools for resilience. This course will provide strategies to intervene in trauma-informed and restorative ways for healthcare providers, co-workers, and clients. Organizational environments that offer healing and restoration will be explored.

TRHS 631 Research in Risk and Resilience (3 SH)

This course will examine current evidence-based research on trauma, risk and resiliency and protective factors for the healthcare provider and potential clients. Participants will research and review literature regarding the needs of the multiple populations and strategies to build resiliency in healthcare settings, for healthcare providers, co-workers, and clients.

About - DNP

The Doctor of Nursing Practice (DNP) is an academic designation. The DNP is the first practice doctorate available for nurses. Practice doctorates apply knowledge gained from evidence-based practice to patient care. **The DNP, offered by Goshen College and Eastern Mennonite University (EMU), is a post-MSN two-year program (33 credit hours, 10 courses).**

The DNP is a practice doctorate, not a research doctorate. Rather than writing a dissertation based on original research, the DNP graduate completes an evidence-based practice (EBP) project. This project requires that the student spend a significant amount of time examining an EBP question based on the student's specific area of interest. Students might choose to focus their DNP project on the care of individuals, aggregate, systems, or organizational level. The DNP educates nurses to improve safety, effectiveness, and efficiency in patient care. Essentially, the DNP graduate translates evidence into a project that influences their practice and effects change in the healthcare setting.

Students may enroll at either Eastern Mennonite University or Goshen College; their diploma will reflect that choice.

Mission, Vision, and Values

Although rooted in the Anabaptist-Mennonite traditions of peacemaking, service, and community, the majority of EMU nursing students do not belong to the Mennonite Church USA. In fact, students enrolled across EMU nursing programs and beyond represent a wide range of faith traditions, including students who choose not to embrace a particular faith.

*Regardless of your beliefs, **you are welcome here!***

Our values strongly inform the DNP curriculum, offering a unique and nuanced approach to nursing and spirituality. You will find the program emphasizes:

- Servant leadership
- Innovative problem-solving
- Intercultural competency

EMU nursing programs are unique in their holistic view of nursing as a calling to service to others. We believe that nurses and patients form mutually-beneficial bonds, each providing gifts to the other. This relationship is echoed in the student-teacher dynamic, again, with one providing benefit to the other. We call this approach to nursing practice and higher education the [Sacred Covenant Model of Nursing](#).

Admission - DNP

Students may enroll at either Eastern Mennonite University or Goshen College; their diploma will reflect that choice.

Admission Criteria and Application Process

- Earned a Master's in Nursing from a CCNE- or NLNAC-accredited program or any master's in a business/health-related degree (e.g. MPH, MBA, MHA) from a regionally accredited school, with a cumulative GPA of 3.3 or higher
 - If the applicant's bachelor's degree is not in nursing, the master's degree must be in nursing.
 - If the Master's degree is not in Nursing, the Co-Directors will review the applicant's transcripts and professional experience for evidence of meeting the MSN Essentials.
 - Non-MSN applicants must be working in the field of nursing/healthcare (either directly or indirectly).
 - The program will be longer than 33 credits if the master's degree is not in nursing.
- Provide documentation of post-baccalaureate supervised practice hours from an accredited MSN program. If there are fewer than 400 supervised practice hours, the DNP program will be tailored to achieve the required 1,000 hours of post-baccalaureate supervised practice.
- Evidence of an unencumbered RN license in the state of practice
- Evidence of currency in nursing practice
- Interview with program co-director via video conference

Application process

- [DNP application online](#), in which you will enter your reference information and a personal essay of 500 words or less that explains the applicant's career goals related to pursuing the clinical doctorate. The essay addresses the applicant's current thoughts on their preferred focus for the evidenced-based scholarly project.
- Current resume or curriculum vitae

Residency Requirements

A required residency will be held each year in September or October. At this time the residency will be conducted virtually.

Degree Requirements - DNP

Degree: Doctor of Nursing Practice

Semester Hours: 33

Program may be completed fully online

To graduate with the Doctor of Nursing Practice degree, students must meet the following requirements:

1. Completion of 33 semester hours (SH) accepted by Goshen College and Eastern Mennonite University for the Doctor of Nursing Practice degree
2. Completion of courses as listed in the DNP curriculum plan including successful completion of DNP project
3. Full financial settlement

Required courses (33 SH)

- NURS 700 Foundations for Clinical Scholarship (3 SH)
- NURS 702 Health Information Technology (3 SH)
- NURS 704 Biostatistics (3 SH)
- NURS 706 Population Health & Epidemiology (3 SH)
- NURS 708 Translational Science (3 SH)
- NURS 710 Healthcare Policy (3 SH)
- NURS 712 Organizational & Systems Leadership (3 SH)
- NURS 800 DNP Project Development (3 SH)
- NURS 802 DNP Project Implementation (6 SH)
- NURS 804 DNP Project Analysis & Dissemination (3 SH)

Course Descriptions - DNP**NURS 690 DNP Practicum (1-9 SH)**

Students enroll in this course when they transfer in less than 400 practicum hours from their Master's program. Tuition for these hours is set at a lower rate than other courses in the program.

NURS 700 Foundations for Clinical Scholarship (3 SH)

This course assists the student transition from practice into doctoral education from a sacred covenant philosophical framework. Additional topics to be considered are practice approaches based on theoretical, philosophical and historical underpinnings, scholarly writing, and introduction to grant writing. A guided executive summary is the major writing assignment for this course. There is a required residency in this course. Practicum hours: 20.

NURS 702 Health Information Technology (3 SH)

This course covers key topics in changes in technology, policies, and innovations that have occurred, historically and recently. Topics also include health informatics (HI) overview, electronic health records, healthcare data analytics, health information exchange, architecture of information systems, evidence based practice, consumer health informatics, HI ethics, and quality improvement strategies for HI.

NURS 704 Biostatistics (3 SH)

Provides an overview of principles, practices and influences of biostatistics. Topics include ability to critique relevance of statistical methods, basic data management skills, and application of research to the clinical setting. Students will use quantitative measures to determine risk and association with health outcome rates. Practicum hours: 20.

NURS 706 Population Health & Epidemiology (3 SH)

Provides an overview of principles, practices and influences of epidemiology on health and health care delivery. Content includes identifying and evaluating key population health issues; exploring the roles of local, state, and federal governments in relationship to the core functions of population health; examining health disparities at the local, state, and federal levels; analyzing health systems' approach to health promotion and disease prevention; and exploring practice models that result in interprofessional collaborations for improved health outcomes.

NURS 708 Translational Science (3 SH)

The course focuses on critically appraising existing quantitative and qualitative evidence from the literature. The overarching theme is for students to critically appraise existing evidence to develop methods to affect change in practice. Students will develop a literature review matrix in preparation for their DNP project.

NURS 710 Healthcare Policy (3 SH)

This course examines various systems to eliminate health disparities; utilization and case management; healthcare budget and financing; and demonstrate leadership in the development and implementation of health policy.

NURS 712 Organizational & Systems Leadership (3 SH)

A variety of topics are explored in this course: leadership theory, risk management in organizations, leading Interprofessional teams, relationship management, shared decision-making, working within a diverse workforce, change management, and developing restorative organizations. Practicum hours: 20.

NURS 800 DNP Project Development (3 SH)

This is the first of three courses leading to the completion of the DNP project. Included in this course are 120 practicum hours working on the DNP project. Topics to be addressed include ethics in project development and implementation, completion of a systematic review of the relevant literature, and design and approval of the DNP project.

NURS 802 DNP Project Implementation (6 SH)

This is the second of the three DNP project courses. The DNP project is implemented in clinical practice; 300 practicum hours are required. Formal peer critique is included in this course. Students will synthesize knowledge from previous coursework and apply concepts to their DNP project.

NURS 804 DNP Project Analysis & Dissemination (3 SH)

This is the final course in the program. The focus of this course is for the student to analyze and disseminate their project. This course requires 120 practicum hours.

NURS 898 Final Project Research & Writing (1 SH)

Registration for this course gives students access to library and computer resources while finishing the requirements for the DNP project. It may only be taken after all other requirements have been satisfied and may be taken as many times as needed until the project is completed. This is a full semester course.

Certificate Requirements - Nursing Graduate Certificates

Graduate Certificate in School Nursing

Semester Hours: 12

Program may be completed fully online

The purpose of the [Graduate Certificate in School Nursing](#) is to prepare registered nurses to meet the health needs of children of all ages in diverse school settings. This postbaccalaureate program consists of 12 credits of coursework, including a practicum, leading to a post-baccalaureate certificate. This certificate may fulfill state CE requirements and is an excellent resource for practice.

Courses are offered online. This certificate program can be taken as part of the Master of Science in Nursing (MSN) with the leadership and school nurse concentration or independent of the MSN. For students wishing to pursue an MSN, the certification program provides an easy transition into the MSN Leadership and School Nurse concentration.

We strongly encourage you to investigate the prerequisites for school nurses in your state before applying to make sure this program meets the requirements. *These courses are required for the PA Department of Education Educational Specialist Level I Certification: School Nurse.*

- NURS 504 School Nursing: Legal Mandates (3 SH)
- NURS 505 School Nursing: Theory and Diverse Learners (3 SH)
- NURS 506 School Nursing Practicum (3 SH)
- EDDS 601 Advocacy Issues Within Special Education (3 SH)

Graduate Certificate in Trauma and Resilience in Healthcare Setting

Semester Hours: 15

Program may be completed fully online

This [graduate certificate](#) is designed to educate and support bedside nurses and other healthcare professionals who are increasingly confronted by the impact of trauma in the course of routine patient or client care. Our experienced professors and collaborative online classroom environment can enhance your skills to respond effectively to your patients and build relationships that enhance patient care.

- TRHS 541 Trauma, Restoration and Resilience in Healthcare Settings (3 SH)
- TRHS 561 Neurobiology of Trauma (3 SH)
- TRHS 571 Self-care and Resilience for Healthcare Providers (3 SH)
- TRHS 621 Trauma-Informed Strategies for Healthcare Providers (3 SH)
- TRHS 631 Research in Risk and Resilience (3 SH)

Course Descriptions - Nursing Graduate Certificates

EDDS 601 Advocacy Issues Within Special Education (3 SH)

This course is designed to assist the teacher/nurse practitioner in recognizing the impact and importance of decision-making and the dynamics of advocacy. This course includes, but is not limited to, current topics in special education, self-determination by and for students, development of the essential professional advocacy competencies, advocating for students with special needs, the rights of children, and the inclusive setting. Students will participate in an exploration of advocacy websites, develop an online product such as a wiki, blog, Facebook page, etc. or a brochure to use in their professional practice when working with families and colleagues. In addition, students will develop a personal position on advocacy.

FS 501 Formation in God's Story I (3 SH)

Formation in God's Story is the first in a series of formation classes, each of which offers a different focus as students attend to their personal, spiritual, and ministry formation while in seminary. This basic course, which stretches across the seminary year, provides time and space for students to pay prayerful attention to their formational journey through listening to their life narrative from birth until the present. Along with this story-listening, they will also locate their personal story in the larger story

of God as recorded in scripture. Through reading, meditation, and biblical story-telling, they will internalize the flow of God's salvation story and attend to how God's story speaks to their own. Students will engage in the practice of spiritual disciplines and attend their spiritual formation in the context of God's story. They will develop a rhythm and rule of life that can bring a sense of wholeness and balance to the various parts of their life. Interwoven with these practices, they will also discern and reflect on God's presence and action in their life, meeting in guided small group sessions for listening and soul care. In keeping with EMS's holistic approach to formation, students will develop graduate-level academic reading, writing, and research skills through a series of assignments related to the content of this course.

FS 502 Formation in God's Story II (3 SH)

In this second semester of Formation in God's Story students will continue their work of attending to their personal, spiritual, and ministry formation as they pay prayerful attention to their formational journey through listening to their life narrative, and locating their personal story in the larger picture of God's story as recorded in scripture - more specifically the New Testament narrative. Through reading, prayerful reflection, and biblical story-listening, they will internalize the flow of God's salvation story and attend to how God's story speaks to their own life story. Students will also continue to practice spiritual disciplines, attend to their spiritual formation in the context of God's Story, attend to their rhythm and rule of life, discern and reflect on God's presence and action in their life, and continue to meet in guided small group sessions for listening and soul care. This semester they will also pair up and meet regularly with a spiritual friend. Guidance will be offered as student discern the vocational goals that give shape to their learning process and selection of a ministry track for their seminary studies.

NURS 504 School Nursing: Legal Mandates (3 SH)

This course examines the roles and responsibilities of school nurses and the laws governing the practice of school nursing. The importance of the school nurse's responsibility to promote the health of students, enhance their ability to learn, and promote health among school personnel will be emphasized in this course. Current legal issues in school health as well as emerging roles and responsibilities of School Nurses will also be explored.

NURS 505 School Nursing: Theory and Diverse Learners (3 SH)

This course examines the roles and responsibilities of the school nurse in relation to promotion, restoration, and maintenance of health of school children. Management and evaluation of coordinated school health programs are discussed with an understanding for the need for outcome criteria. Principles of community health are applied. Significant emphasis will be placed on accommodations and adaptations for diverse learners.

NURS 506 School Nursing: Practicum (3 SH)

This course follows the School Nursing: Theory and Diverse Learners course. In addition to the online learning activities, students will complete a 120 hour clinical practicum in various school settings. The dissemination of hours is as follows: 30 hours in the elementary setting, 30 hours in the middle school setting, 30 hours in the high school setting, and 30 hours with the diverse learner population. Clinical practicum assignments are individually planned with the approval of the course instructor.
(Prerequisites: NURS 504 and NURS 505)

NURS 591 Advanced Faith Community Nursing (3 SH)

This online course explores the personal and professional dimensions of spirituality and the process of

developing a nurse ministry within a community of faith. The curriculum follows the guidelines recommended by the International Parish Nurse Resource Center and distributed by the Church Health Center. This course is based on the accepted philosophy and practice of Faith Community Nursing/Parish Nursing and examines the roots of health and healing found in many religious traditions. As a Faith Community Nurse, critical thinking skills are a necessary component of your ministry. Many of the activities are designed to further develop critical thinking skills as students explore the practice of nursing in the faith community and their ministry. Successful transition into the role of a faith community nurse will be fostered through faculty and peer coaching and support.

SMCL 611 Pastoral Care (3 SH)

A critical reflection on what it means to be a caregiver in the ministry of the church and broader community. Among the issues examined are the assumptions one brings to caregiving, the relationship between caregiving and counseling, and various models for pastoral care and counseling. Specific pastoral care events such as births, weddings and funerals are also explored. Professional and ethical issues related to caregiving and counseling are introduced. There will be a brief introduction of basic counseling skills.

TRHS 541 Trauma, Restoration and Resilience in Healthcare Settings (3 SH)

This course will introduce the core concepts of adverse experiences, toxic stress, trauma, restoration, self-care, and resilience in the healthcare setting and provide a research-based, strength-based approach to creating a trauma-informed, resilience-fostering healthcare setting. Prerequisite: bachelor's degree.

TRHS 561 Neurobiology of Trauma (3 SH)

This course will provide a foundational understanding of the neurobiology of the human stress response. Exploration of neuroscience as it applies to psychosocial stress, resilience, and the cultivation of well-being. Various heuristics of the brain and central nervous system will be presented. The course will present the frame of Interpersonal Neurobiology as an integrative method of applying neurobiological principles in the field.

TRHS 571 Self-care and Resilience for Healthcare Providers (3 SH)

This course provides information and strategies for the development of self-care practices to address burnout, compassion fatigue, and promote resiliency. Strategies to serve students, meet professional goals, and maintain health and well-being will be developed.

TRHS 621 Trauma-Informed Strategies for Healthcare Providers (3 SH)

Many clients in the clinical setting, in all genres of care may have, or may be, experiencing traumatic events. This can profoundly influence their client's health and well-being and response to care. The nurse may be unaware of the specific traumatic events impacting each client in the clinical setting and may, without knowledge and discernment, exacerbate the impacts of trauma. Traumatic events may cause a client to respond to therapy and care in ways that are more destructive than healing. When the nurse is well trained to identify signs of trauma, the nurse can initiate a care plan that provides with tools for resilience. This course will provide strategies to intervene in trauma-informed and restorative ways for healthcare providers, co-workers, and clients. Organizational environments that offer healing and restoration will be explored.

TRHS 631 Research in Risk and Resilience (3 SH)

This course will examine current evidence-based research on trauma, risk and resiliency and protective factors for the healthcare provider and potential clients. Participants will research and review literature

regarding the needs of the multiple populations and strategies to build resiliency in healthcare settings, for healthcare providers, co-workers, and clients.

Organizational Leadership Graduate Program

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About - Organizational Leadership Graduate Program

Are you a manager who desires to solve problems and help others? Does your organization lack direction and focus?

Master of Arts in Organizational Leadership (MAOL) students are part of an online cohort that works through the program together, providing mutual support and encouragement. Students focus on their personal development. MAOL classes are held one evening per week for 4 hours in an online format.

Reading, writing, guided reflection on your current and past practices, and group and individual projects are key components of the program. A one-on-one mentoring relationship with an established business leader is integral to the second year's study.

Admission criteria include a bachelor's degree from an accredited institution with a cumulative GPA of at least 2.5, two years work experience with supervision or significant collaborative responsibility, two letters of reference, and an interview with the program director which includes a writing assessment.

Admission - Organizational Leadership Graduate Program

Application Timeline: Rolling admission with applications accepted at any time.

Admission Process

All applicants are requested to provide the following documents and information:

- A completed [Master of Organizational Leadership application](#)
- A non-refundable \$50 application fee
- Official transcripts listing all college or university courses taken
- Two letters of reference from people who are in a position to judge your potential as a graduate student. At least one reference should come from an employer.

Admission Criteria

- Applicants must hold a bachelor's degree from an accredited institution with a cumulative GPA of at least 2.5 on a 4.0 scale.
- Applicant should be able to identify their specific leadership experiences in supervisory or group settings and describe their individual style, strengths, and opportunities for growth.

- Applicants must arrange an interview with the director of the Master of Organizational Leadership program and complete the writing assessment.

Academic Policies - Organizational Leadership Graduate Program

All students taking MA in Organizational Leadership courses are subject to the policies below and the overall graduate program policies. Exceptions to these policies are at the discretion of the graduate program and will be made in consultation with the academic program coordinator and the student's academic advisor.

Review the university-wide graduate program policies found in the beginning of this graduate school catalog.

Class Participation and Absences

Class attendance and engagement is an important part of the learning process in MAOL courses. Due to the typical one-meeting-per-week schedule, each class session carries a heavy percentage of course content. Students are advised to organize their schedules to miss no more than 15% of scheduled class time, which is no more than one session per 6-week course. Refer to the MAOL program class absence policy for more details.

Graduation GPA Calculation

For the MAOL program, the program requires a 3.0 minimum GPA. Graduation GPAs are calculated from the quality points earned on all courses applied towards the completed degree or certificate.

Incomplete grades

A grade of "Incomplete" may be granted at the discretion of the instructor when two conditions are met.

1. When an emergency or other unforeseen problem arises which prevents the student from completing coursework.
2. When the coursework the student has submitted in the course to date has been satisfactory.

The student must request, in writing, a grade of "Incomplete" from the instructor **at least one week before the end of the semester** in which they are enrolled in the course. If the instructor chooses to grant an Incomplete, the student will have up to 60 days from the date of receiving an Incomplete to complete all of their coursework. A student may also request, in writing, a second extension for up to another 30 days with compelling rationale. The program director is responsible for approving the incomplete and any extension (either the initial 60 days or a subsequent 30 days).

A grade of "Incomplete" which is not resolved by the 60-day deadline (unless extended) will be changed to reflect the grade earned based on work actually submitted. If the instructor has not submitted a grade to replace the "I" within 60 days, the **"I" will be changed to an "F"** (unless an additional 30 days has been granted). A grade of "Incomplete" may not be extended beyond a total of 90 days (three months).

Leave of Absence

Graduate students who intend to interrupt their studies in a graduate program for more than one full semester are required to submit a written request to the program director. The written request must state the reason for the requested leave and the amount of time anticipated until studies can resume. (Acceptable reasons for requesting a leave of absence include, but are not limited to, medical

circumstances, financial challenges, or a family crisis.) A response will be given within 30 days of receipt of the written request.

If a student does not submit a written request for a leave of absence for review and approval, their admission to the graduate program may be revoked due to lack of sufficient academic progress. The student would retain the right to reapply for admission at a later date.

Transfer Credit Policy

Candidates may request to transfer up to nine hours of coursework from other regionally accredited colleges or universities. A transfer of credit request form must be completed. Requests for transfer credit approval may be directed to the program director and will be considered on a course by course basis as applicable to the particular concentration area. A candidate must submit an official transcript from the university that awarded the graduate credit.

All transfer credit must meet the following criteria:

- The coursework was completed within five years of admission to the EMU program.
- The credit must reflect applicability to EMU's MAOL goals and program purposes.
- All transfer work must have a grade of A or B from a regionally accredited college or university.

Transfer of credits completed at EMU to another institution is at the discretion of that institution.

Candidates should check with the institution to which they wish to transfer regarding the transferability of EMU credits.

Degree Requirements - Organizational Leadership Graduate Program

Degree: Master of Arts

Semester Hours: 35

Program may be completed fully online

This two-year, 35-semester hour, cohort-based MAOL program is designed for adults who have already been working in mid-level management or higher for at least two years and who already possess a bachelor's degree from an accredited school.

Required Courses (35 SH)

- OLS 510 Leadership and Management for the Common Good (3 SH)
- OLS 515 Introduction to Leadership Studies (3 SH)
- OLS 530 Organizational Behavior (3 SH)
- OLS 540 Managerial Finance and Accounting I (3 SH)
- OLS 560 Leadership Seminar (3 SH)
- PAX 615 Leading Organizational Change (3 SH)
- OLS 670 Project Management/Intrapreneurship OR OLS 665 Project Management/Grant Writing (3 SH)
- MOL 541 Mentorship Program I (1 SH)
- MOL 600 Developing Healthy Organizations: Team Building and Collaboration (3 SH)
- MOL 620 Transformative Leadership in Dynamic Contexts (3 SH)
- MOL 542 Mentorship Program II (1 SH)

- MOL 680 Appalachian Cross-Cultural Experience (3 SH)
- An elective (3 SH)

Certificate Requirements - Organizational Leadership Graduate Program

Graduate Certificate in Business Administration

Semester Hours: 15

Program may be completed fully online

Professionals with graduate degrees tend to work in and with organizations, and most are also called to lead and manage businesses, public agencies, or nonprofit entities. A graduate certificate in business administration will provide to professionals outside the business field some of the foundational skills and tools necessary to lead effectively. For professionals already in business or leadership roles, the graduate certificate is an intermediate step between a bachelor's and a master's degree in the field.

Requirements

Within the EMU Master of Business Administration (MBA) program, this certificate prepares graduates to make significant contributions to their organizations in ways that also benefit their communities and humanity. The MBA is distinct in its orientation toward promoting the common good and viewing organizational leaders as vital influencing agents in the turn toward a more sustainable future—social, ecological, and economic. This comprehensive lens includes a strong stakeholder approach and an emphasis on ethics and stewardship of the earth and its many resources. The graduate certificate in business administration is a subset of EMU's MBA program and is designed to provide administrative skills and tools to professionals who seek, or find themselves in, organizational leadership roles. The 15-hour certificate may be completed in as little as one year, and all credits earned may be applied toward the EMU MBA if students wish to complete the full master's degree. Certificate graduates are prepared to organize, create, and manage organizations or programs and projects, working to inspire and lead social change for the common good.

Required Courses (15 SH):

- OLS 510 Leadership and Management for the Common Good (3 SH)
- OLS 530 Organizational Behavior (3 SH)
- OLS 540 Managerial Finance and Accounting I (3 SH)
- OLS 515 Introduction to Leadership Studies (3 SH) OR select one course from the elective course list
- An OLS or MBA elective selected from the elective course List

Elective Course List:

- MBA 523 Human Capital Development (3 SH)
- MBA 560 Stewardship, Innovation and Social Entrepreneurship (3 SH)
- MBA 647 Strategic Marketing Management (3 SH)
- OLS 665 Project Management (3 SH)

- Other graduate-level course by approval

Graduate Certificate in Nonprofit Leadership and Social Entrepreneurship

Semester Hours: 15

Program may be completed fully online

This graduate certificate is an interdisciplinary, collaborative effort between the Master of Business Administration (MBA) and the Center for Justice and Peacebuilding (CJP) programs. Graduates will be prepared to organize, create, and manage organizations, or programs and projects, working to inspire and lead social change for the common good.

Requirements

The certificate is 15 semester hours, which is typically five 3SH courses. These courses are selected in consultation with the certificate advisor to meet each student's interests or specific needs and to form a cohesive package that equips leaders to effectively manage and lead nonprofit and non-governmental organizations (NGOs). Students who want to earn both an MBA degree and the graduate certificate in nonprofit leadership must complete a minimum of 39 semester hours in a curriculum planned with their advisor.

Students should plan their curriculum to include at least three MBA courses and at least one PAX course.

Required Courses (12 SH)

- OLS 510 Leadership and Management for the Common Good (3 SH)
- PAX 564 Developing Healthy Organizations OR OLS 530 Organizational Behavior (3 SH)
- MBA 560 Stewardship, Innovation, and Social Entrepreneurship (3 SH)

Elective Courses* (3 SH)

Select one course from the following:

- MBA 523 Human Capital Development (3 SH)
- MBA 647 Strategic Marketing Management (3 SH)
- MBA 680 Sustainable Organizations for the Common Good (open only to CJP masters students) (3 SH)
- OLS 515 Introduction to Leadership Studies (3 SH)
- OLS 665 Project Management (3 SH)
- PAX 533 Analysis: Understanding Conflict (3 SH)
- PAX 600 Three Dimensional Negotiation
- PAX 601 Mediation and Negotiation (3 SH)
- PAX 610 Facilitation: Process Design & Skills for Dialogue, Deliberation and Decision Making (3 SH)
- PAX 624 Monitoring, Evaluation, and Learning
- PAX 654 Conflict Coaching (3 SH)

*Other graduate courses may be proposed to the certificate advisor for consideration.

Graduate Certificate in Organizational Leadership

Semester Hours: 15

Program may be completed fully online

Required Courses

- OLS 510 Leadership & Management for the Common Good (3 SH)
- OLS 530 Organizational Behavior OR PAX 615 Leading Organizational Change (3 SH)
- OLS 515 Introduction to Leadership Studies OR MOL 620 Transformative Leadership in Dynamic Contexts (3 SH)

Electives

Select two electives (3 SH each) from any of our graduate programs.

Course Descriptions - Organizational Leadership Graduate Program

MBA 560 Stewardship, Innovation, and Social Entrepreneurship (3 SH)

Organizations, and people who manage them, shape our world. Those who understand and master innovation, stewardship and social entrepreneurship increase their effectiveness as civic leaders and as leaders in their own chosen field. This multidisciplinary theory and practice course provides students with a deeper appreciation for how we as individuals can make a difference as organizational stewards in co-creating the future for ourselves and for others.

MOL 541-542 Mentorship Program (2 SH)

Students will be paired with mentors from the business community to meet at least every other month during each semester. The pairs will be provided with questions to guide their discussions, but pairs are encouraged to discuss any leadership-related topic that students are experiencing at work or with regard to the program material. Students will collaborate with their mentors to develop a final project that summarizes their mentoring experience, or an aspect of the experience

MOL 600 Developing Healthy Organizations: Team Building & Collaboration (3 SH)

The focus of this course is skill development for working with others in the organization and outside the organization to accomplish shared goals. Topics include effective non-violent communication, the formation and development of teams, working with boards, appreciative inquiry, and interest-based negotiation.

MOL 620 Transformative Leadership in Dynamic Contexts (3 SH)

This course explores the newest dimensions and challenges of leadership that strengthen and extend leadership skills through practice in rapidly changing and complex, diverse, multi-generational, multi-cultural and multi-dimensional systems, such as health care, government, education, non-governmental organizations and multi-national for-profit organizations.

MOL 680 Sustainable Organizations for the Common Good (3 SH)

This course integrates the three pillars of the MAOL program; management, leadership and stewardship for organizational effectiveness and serving the common good. It includes an eight-day residency designed to engage students as reflective practitioners and invite them to develop an openness to new ways of experiencing and thinking about the world through interactions and learning in a different

setting and culture. A core value of the program is global citizenship, recognizing that organizations are interdependent and mutually accountable to local, national, and global communities; this suggests that a global perspective is important for today's business and organizational leaders.

OLS 510 Leadership and Management for the Common Good (3 SH)

Students will study contemporary and forecasted societal stresses—from community level to global—and learn of the critical role of organizations in both contributing toward, and helping to mitigate, these stresses broadly classified as ecological, social, and economic. Students will then learn a broad range of organizational leadership and management theories, styles, and practices to identify approaches to leading people, systems, and organizations in ways that bring restoration, that offer hope, and that work toward promoting the common good.

OLS 515 Introduction to Leadership Studies (3 SH)

The course is an overview of various leadership theories, examining models of leadership, philosophies of leadership and different leadership styles. The advantages and disadvantages of various approaches will be studied.

OLS 530 Organizational Behavior (3 SH)

All organizations are organic, interconnected systems that take on a life of their own regardless of the individuals that occupy various roles in the system. Leaders need to understand their organizational systems and the behavior of those systems if they hope to effectively lead or change them. This course will explore organizational behavior and organizational development from a systems perspective, including concepts of change and conflict. It will rely heavily on case studies and student participation.

OLS 540 Managerial Finance and Accounting I (3 SH)

Managers and executives carry fiduciary responsibility for their organizations; it is therefore imperative that they know how to read financial statements, analyze financial health, assess financial risks, and communicate this knowledge effectively to others. The course emphasizes the role of the manager relating to finance and accounting through the analysis of quantitative information largely at the conceptual level. Topics include financial governance, understanding and reading financial statements, financial statement analysis, cost behavior, breakeven analysis, budgeting, balanced scorecard, working capital management, and the use of short-term cash planning. The overall aim is to improve organizational decision-making based on financial, social, and ecological metrics.

OLS 560 Leadership Seminar (3 SH)

This course provides students with exposure to writings (both contemporary and classical) that address a wide variety of issues in leadership. The primary aim of the course is to offer students opportunities to engage in thought provoking and critical discussion of leadership issues.

OLS 665 Project Management (3 SH)

Most organizations manage their work and accomplish their missions through a multitude of projects. Organizational success takes effective management skills to not only manage individual projects but also direct the web of complex programs of multiple, interrelated projects, skillfully working with diverse stakeholders, demanding deadlines, and available resources. Focusing on the promotion of leadership for the common good as a project manager adds another level of complexity.

Course participants will improve their capacity to balance the art and science of managing projects by building technical competencies, adopting practices of leadership and self-management, and focusing on leadership for the common good competencies.

During the last full class period each student will be expected to present their project plan to the class. Presentations will likely be time-limited and as such will focus on knowledge of the material and delivery of the “elevator pitch” more than on the depth of plan presented.

PAX 615 Leading Organizational Change (3 SH)

Using a case study approach, this course engages students in role playing and teams to explore the challenges of leading organizational change through a variety of scenarios in for-profit, not-for-profit, and NGO settings. Students will focus on their own case studies as well as those provided by the instructor. (prerequisite: Organizational Behavior)

PAX Course descriptions

Seminary

Eastern Mennonite Seminary is a division of Eastern Mennonite University. There are several dual degrees and graduate certificates available between Eastern Mennonite University graduate programs and Eastern Mennonite Seminary.

All courses, degrees, and certificates available with Eastern Mennonite Seminary are available in the [Eastern Mennonite Seminary catalog](#).

Dual Degrees

- MDiv and MA Conflict Transformation or MA Restorative Justice Dual Degree
- MS in Biomedicine and MA in Health Care Management Dual Degree
- MSN and MBA Dual Degree
- MBA and Health Care Management Dual Degree
- MDiv and MA in Organizational Leadership
- MDiv and MA in Counseling Dual Degree

MDiv and MA Conflict Transformation or MA Restorative Justice Dual Degree

About MDiv and MA Conflict Transformation or MA Restorative Justice Dual Degree

This degree combines study in Eastern Mennonite University's world-renowned Center for Justice and Peacebuilding with theological and practical preparation for ministry. Those interested in working in conflict transformation and peacebuilding or restorative justice with a ministry focus would be well-suited for this degree.

Degree Requirements

- 70 credit hours of coursework for the Master of Divinity degree - 51 SH of the MDiv core curriculum and 19 SH of electives AND
 - 33 credit hours of coursework for the Master of Arts in Conflict Transformation degree - 15 SH from core requirements and 18 SH of CJP electives, a high level Conflict Transformation course and a skills assessment course, and the practicum (chosen in consultation with an academic advisor)
- OR
- 33 credit hours of coursework for the Master of Arts in Restorative Justice degree - 15 SH from core requirements and 18 SH of CJP electives, RJ required courses, and the practicum (chosen in consultation with an academic advisor)

Seminary Core Curriculum (43 credits)

- FS 501/502 Formation in God's Story I and II (6 SH)
- BVOT 511 Old Testament: Text in Context (3 SH)
- BVNT 512 New Testament: Text in Context (3 SH)
- CTH 501/512 Christian Tradition I and II (6 SH)
- FS 701/702 Formation in Missional Leadership I & II (4 SH)
- CTT 634 Living Theology (3 SH)
- CM 643 Missio Dei in Cultural Context (3 SH)
- CTE 702 Christian Ethics (3 SH)
- 12 hours of Biblical studies (12 SH)

For the MDiv, several integrative courses as designated electives (8-9 SH).

- CM 631 Churches and Social Transformation (3 SH)
- CTE 640 Topics in Ethics (3 SH)
- Anabaptist Studies course or CM 671 United Methodist History (2-3 SH)

Additional MDiv electives (18 SH), including

- at least one SMCL course and one CM course.

Master of Arts in Conflict Transformation Curriculum (33 credits)

- Foundations 1 sequence (6 SH)
 - PAX 533 Analysis: Understanding Conflict (3 SH)
 - PAX 532 Formation for Peacebuilding Practice (3 SH)
- Foundations 2 sequence (6 SH)
 - PAX 635 Global Challenges, Local Struggles and Transnational Solidarities (3 SH)
 - One elective course from an approved list of courses (3 SH)
- PAX 535 Research Methods for Social Change (3 SH)
- PAX 682 Practicum (6-9 SH)
- PAX 665 Designing Processes for Conflict Transformation (3 SH)
- Skills assessment courses - choose at least one:
 - PAX 601 Mediation & Negotiation (3 SH)
 - PAX 676 Restorative Justice Practices (3 SH)
 - PAX 610 Facilitation: Process Design & Skills for Dialogue, Deliberation & Decision-making (3 SH)
- One elective course (3 SH)

OR

Master of Arts in Restorative Justice (33 credits)

- PAX 534 and PAX 634 Foundations for Peacebuilding 1 and 2 (12 SH)
- PAX 535 Research Methods for Social Change (3 SH)
- PAX 682 Practicum (6-9 SH)
- PAX 571 Restorative Justice: Principles, Theories & Applications (3 SH)
- PAX 676 Restorative Justice Practices (3 SH)
- PAX 677 Restorative Justice and Whole System Approaches (3 SH)

MS in Biomedicine and MA in Health Care Management Dual Degree

Our Master of Science in Biomedicine and Master of Arts in Health Care Management (HCM) dual degree program uniquely challenges students to take courses broadly from several disciplines. Not only will you take courses to prepare you for a fast-paced and ever-evolving health care landscape, but you will also be introduced to concepts around infectious diseases, bioethics, and health care management in a cross-cultural setting. A Master's in Health Care Management from EMU provides students with the relevant business skills for effective decision making and ethical leadership to improve the quality of health care in hospitals, insurance and managed care companies, pharmaceuticals, public health organizations, biotech firms, and a variety of health care settings.

Admission Requirements

- Baccalaureate degree from an accredited institution with a minimal undergraduate grade point average of 2.50
- MCAT or GRE or equivalent entrance exam
- Prerequisite coursework (8 courses, 32 hours total):
 - Two general biology courses with laboratories (8 SH)
 - Two general chemistry courses with laboratories (8 SH)
 - Two organic chemistry courses with laboratories (8 SH)
 - Two physics courses with laboratories (8 SH)

Course Requirements for the Biomedicine/HCM Dual Degree

Semester Hours: 72

Dual Biomedicine/HCM Core Courses (24 SH)

- BMC 598 Biomedicine Practicum (1-2 SH)
- BMC 610 Interdisciplinary Seminar I (2 SH)
- BMC 611 Interdisciplinary Seminar II (2 SH)
- BMC 613 Research Design & Statistics (2 SH)
- BMC 623 Research in Biomedicine (3 SH)
- BMC 670 Health Care Internship (3 SH)
- BMX 603 Cross Cultural Health Care (3 SH)
- BMX 611 Biomedicine Faith & Ethics (2 SH)
- one Natural Science course (3-4 SH)
- one Social Science course (3-4 SH)

Natural Sciences (18-19 SH)

Select from the following:

- BMC 517 Developmental and Stem Cell Biology (4 SH)
- BMC 612 Advanced Human Gross and Microscopic Anatomy (4 SH)
- BMC 562 Advanced Human Physiology (4 SH)
- BMC 561 Biochemistry (3 SH)
- BMC 552 Advanced Cell Biology (3 SH)
- BMS 561 Immunology (3 SH)
- BMC 563 Molecular Genetics (3 SH)
- BMS 562 Neurobiology (3 SH)
- BMS 570 Medical Microbiology (3 SH)
- BMS 585 Infectious Diseases (3 SH) (summer and online)

Biomedicine Electives (5-6 SH)*

Offered with adequate enrollment. Select from the following:

- BMS 530 MCAT Preparation Course (3 SH)
- BMS 525 Medical Terminology (3 SH)
- BMS 531 Environmental Chemistry (4 SH)

- BMS 551 Conservation Biology (4 SH)
- BMS 552 Environmental Toxicology
- BMS 556 Entomology (3 SH)
- BMS 557 Ecology & Field Biology
- BMS 571 Abnormal Psychology (3 SH)
- BMS 573 Theories of Personality (3 SH)
- BMS 574 Neuropsychology (3 SH)
- BMS 579 Analytical Chemistry I (2 SH)
- BMS 580 Analytical Chemistry II (2 SH)
- BMS 582 Thermodynamics (3 SH)
- BMS 583 Quantum Mechanics (3 SH)

* An elective course can be taken in [any other master's program](#) at EMU

Required Health Care Management Courses (18 SH)

- OLS 510 Leadership & Management for the Common Good OR OLS 515 Introduction to Leadership Studies (3 SH)
- OLS 530 Organizational Behavior OR NURS 628 Systems Approach to Organizational Behavior (3 SH)
- OLS 540 Managerial Finance and Accounting I (3 SH)
- NURS 503 Practice Skills for Conflict Transformation (3 SH)
- NURS 512 Knowledge Development: Epidemiology and Informatics (3 SH)
- NURS 515 The Health Care Delivery System (3 SH)
- NURS 516 Application of Legal & Ethical Principles to Health Care (3 SH)
- NURS 620 Safety, Risk Reduction, and Quality Care (4 SH) **NOTE:** Has a prerequisite that can be waived or addressed via an alternate assignment decided by the HCM Director
- NURS 626 Managing in a Complex Health Care Environment (3 SH)

Health Care Electives (6 SH)

Select from the following:

- MBA 647 Strategic Marketing Management (3 SH)
- MBA 670 Strategic Leadership in a Multicultural World (3 SH)
- MOL 680 Sustainable Organizations for the Common Good (Appalachian Cross Cultural) (3 SH)
- NURS 702 Health Information Technology (3 SH)
- OLS 560 Leadership Seminar (3 SH)
- OLS 665 Project Management (3 SH)

MSN and MBA Dual Degree

The Master of Science in Nursing courses are delivered online, including two virtual residency requirements for orientation to the program (1.5 days) and NURS 503 Practice Skills for Conflict Transformation (format TBD).

The Master of Business Administration courses are also delivered online.

Admission Requirements

- Students must be accepted to both the MSN and MBA programs.
- MSN and MBA requirements: a 3.0 GPA in undergraduate nursing courses plus 2 acceptable references
- Interview with both the MSN and MBA program directors

Course Requirements

Semester Hours: Total of 56 SH (a reduction of 17 SH in the dual degree)

Students can take all MSN courses or MBA courses together or MSN and MBA courses integrated with each other.

MSN Requirements (32 SH)

- NURS 501 Conceptual Framework for Sacred Covenant (1 SH)
- NURS 503 Practice Skills for Conflict Transformation (3 SH)
- NURS 510 Historical, Philosophical and Theoretical Foundations of Nursing (3 SH)
- NURS 511 Translational Scholarship for Evidence-Based Practice (3 SH)
- NURS 512 Knowledge Development: Informatics, Epidemiology and Outcomes (3 SH)
- NURS 515 Health Care Delivery System (3 SH)
- NURS 516 Application of Legal and Ethical Principles to Health Care (3 SH)
- NURS 620 Safety, Risk Reduction, and Quality Care (4 SH)
- NURS 626 Managing in a Complex Environment (3 SH)
- NURS 629 Instructional Methodologies Nurse Leaders (2 SH)
- NURS 630 Leadership Project (4 SH) (with the addition of an MBA faculty advising the project to ensure the presence of sustainability content)

NOTE: NURS 511 is a prerequisite to NURS 620 which is a prerequisite to NURS 630. In addition, these courses must be taken sequentially in the student's last year of MSN program requirements. Finally, all work must be completed or being taken concurrently before one is eligible for enrollment in NURS 630.

MBA Requirements (24 SH)

- MBA 522 Leadership and Management for the Common Good (4 weeks w/ weekend residency, 3 SH) OR OLS 510 Leadership and Management for the Common Good (semester long, 3 SH)
- MBA 541 Global Sustainability (6 weeks, 3 SH) OR MBA 680 Sustainable Organizations and Global Citizenship (semester long, 3 SH)
- MBA 564 Organizational Behavior (7 weeks, 3 SH) OR NURS 628 Systems Approach to Organizational Behavior (semester long, 3 SH)
- MBA 585 Managerial Finance and Accounting (6 weeks, 3 SH) OR OLS 540 Managerial Finance and Accounting (semester long, 3 SH)
- MBA 615 Narrative Leadership (3 SH) OR MBA 670 Strategic Leadership in a Multicultural World (3 SH)
- MBA 623 Financial Management (3 SH)
- MBA 647 Strategic Marketing Management (3 SH)

- MBA 671 Data Analytics for Decision Making (3 SH) OR MBA 663 Managerial Economics (3 SH)

MBA and Health Care Management Dual Degree

Expand your career options and enhance your leadership skills with a dual **MBA and Health Care Management** degree. This degree provides students with the relevant business skills for effective decision making and ethical leadership to improve the quality of health care in hospitals, insurance and managed care companies, pharmaceuticals, public health organizations, biotech firms, and a variety of health care settings.

Admission Requirements

- Baccalaureate degree from an accredited institution with a minimum undergraduate grade point average of 3.0
- A minimum of 2 years of work experience or alternative work experiences, such as a business-related undergraduate degree or other graduate degrees or studies. Health care setting experience preferred. For applicants with less work experience, they may be asked to take the:
 - GMAT or GRE or equivalent entrance exam; and/or
 - Prerequisite undergraduate courses in finance and accounting especially for those who do not have relevant undergraduate coursework.
- Prerequisite undergraduate courses in finance and accounting for those who do not have relevant undergraduate coursework or do not exceed GMAT or GRE thresholds.
- The MHM admissions committee as well as the MBA admissions committee will evaluate student applications and make recommendations for admissions.

Course Requirements

Semester Hours: Total of 61. **NOTE:** The degrees are non-concurrent. Students finish the MA in HCM degree first (37 SH). Then they would finish their MBA (24 SH).

HCM course requirements (31 SH)

- NURS 503 Practice Skills for Conflict Transformation (3 SH)
- NURS 512 Knowledge Development: Epidemiology and Informatics (3 SH)
- NURS 515 The Health Care Delivery System (3 SH)
- NURS 516 Application of Legal and Ethical Principles to Health Care (3 SH)
- NURS 620 Safety, Risk Reduction and Quality Care (4 SH) **NOTE:** Has a pre-requisite that can be waived or addressed via an alternate assignment by the HCM Director.
- NURS 626 Managing in a Complex Health Care Environment (3 SH)
- NURS 702 Health Information Technology (3 SH)
- OLS 515 Introduction to Leadership Studies (3 SH)
- OLS 540 Managerial Finance and Accounting (3 SH)
- HCM 630 Healthcare Management Capstone (3 SH)

MBA course requirements (24 SH)

- OLS 510 or MBA 522 Leadership and Management for the Common Good (3 SH)
- MBA 541 Global Sustainability (3 SH)
- MBA 615 Narrative Leadership (3 SH)
- MBA 623 Financial Management (3 SH)
- MBA 647 Strategic Marketing Management (3 SH)
- MBA 663 Managerial Economics (3 SH)
- MBA 670 Strategic Leadership in a Multicultural World (3 SH)
- MBA 671 Data Analytics for Decision Making (3 SH)

Dual MBA/HCM Core Curriculum (6 SH)

- OLS 515 Introduction to Leadership Studies (3 SH)
- OLS 530 Organizational Behavior OR NURS 628 Systems Approach to Organizational Behavior (3 SH) OR MBA 564 Organizational Behavior (3 SH)

MDiv and MA in Organizational Leadership

Program Requirements:

For a Dual Degree MDiv/MAOL, a total of 83 SH is required

MDiv: a total of 53 SH required (44 SH of the MDiv core curriculum, 9SH required electives). From the MDiv core, the alternative track is the default set of courses to complete the 12SH Biblical Language/Studies requirement. In conversation with their advisor, students could substitute the Primary Language track for this requirement.

MAOL: 15 SH from core, the 12 SH of required electives, and 3 SH electives (chosen in consultation with academic advisor) for a total of 35 SH.

Joint program details:

- There are 12SH of dual electives that apply towards each program's degree requirements
- The mentorship and capstone program requirements for the MAOL are satisfied by FS 601/602 and FS 701/702. The director of the MAOL program or designated faculty will serve as an additional advisor on the capstone project.

MDIV Courses

Formation Courses (14 sh)

- FS 501 Formation in God's Story I (3 sh)
- FS 502 Formation in God's Story II (3 sh)
- FS 601 Formation in Ministry I (3 sh)
- FS 602 Formation in Ministry II (3 sh)
- FS 701 Formation in Missional Leadership I (2 sh)
- FS 702 Formation in Missional Leadership II (2 sh)

Other Required Courses (18 sh)

- BVOT 511 Old Testament: Text in Context (3 sh)

- BVNT 512 New Testament: Text in Context (3 sh)
- CTH 501 Christian Tradition I (3 sh)
- CTH 512 Christian Tradition II (3 sh)
- CTT 634 Living Theology (3 sh)
- CM 643 *Missio Dei* in Cultural Context (3 sh)

Biblical Language/Studies (12 sh)

Take one of these:

- BVOT 532 Elementary Hebrew (3 sh) or
- BVNT 531 Elementary Greek (3 sh)

And all of these

- BVG 621 Interpreting the Biblical Text
- BVOT course O.T. Biblical Book Study (3 sh)
- BVNT course N.T. Biblical Book Study (3 sh)

*Students could substitute the Biblical languages track

MAOL Courses

OLS Core Courses (15 sh)

- OLS 510 Leadership & Management for Common Good (3 sh)
- OLS 520 Introduction to Leadership Studies (3 sh)
- OLS 530 Organizational Behavior (3 sh)
- OLS 540 Managerial Finance & Accounting I (3 sh)
- OLS 560 Leadership Seminar (3 sh)

Required Electives for Dual MDiv & MAOL (12 sh)

MOL 620 Transformative Leadership in a Dynamic Context (3 sh)

CTE 702 Christian Ethics (3 sh)

CM 631 Churches & Social Transformation (3 sh)

One additional course with either PAX, CM or BVG heading (3sh)

Electives (12 sh)

Choose courses that work toward your capstone

MDiv and MA in Counseling Dual Degree

About Master of Divinity and Master of Arts in Counseling Dual Degree

A dual degree student will graduate with two master's degrees in less time than it would take to complete those degrees individually. The dual degree Master of Divinity and Master of Arts in Counseling combines the theological, biblical, and pastoral training of a Master of Divinity with the

psychologically and spiritually grounded professional counseling training of the Master of Arts in Counseling degree.

Admissions Requirements

To be admitted to the dual-degree program, students must be accepted to both the Master of Divinity program and the Master of Arts in Counseling program. Students may fill out one application for both programs. Applicants are strongly encouraged to communicate how they will integrate the two degrees in their essay. They must also choose an academic reference, a pastoral reference, and a professional reference. Applications for the MDiv/MAC dual degree are requested by March 1. Applications may be accepted after this date.

Degree Requirements (120 credits)

- 60 credit hours of coursework for the Master of Divinity degree. Advisors will help students decide how the Master of Divinity core requirements will be reduced.
- 60 credit hours toward the Master of Arts in Counseling degree. Three of these credits are designated as a counseling elective, which could occur in the seminary context.

The dual degree advisor will work with each student on a case-by-case basis to determine which course substitutions are more suitable in light of schedule constraints and individual needs.

Students will generally spend two full years in the Master of Arts in Counseling program. The sequencing of the seminary studies will be decided on an individual basis.

Seminary core requirements (60 credits)

- FS 501 Formation in God's Story I (3 SH)
- FS 502 Formation in God's Story II (3 SH)
- FS 601 Formation in Ministry I (3 SH)
- FS 602 Formation in Ministry II (3 SH)
- BVOT 511 Old Testament: Text in Context (3 SH)
- BVNT 512 New Testament: Text in Context (3 SH)
- CTH 501 Christian Tradition I (3 SH)
- CTH 512 Christian Tradition II (3 SH)
- CTT 634 Living Theology (3 SH)
- CM 643 *Missio Dei* in Cultural Context (3 SH)
- CTE 702 Christian Ethics (3 SH)
- 12 hours of Biblical languages or the alternate language track

Master of Arts in Counseling core requirements (60 credits)

- COUN 507 Professional Identity, Function and Ethics (3 SH)
- COUN 508 Counseling Techniques (3 SH)
- COUN 509 Supervision and Consultation (3 SH)
- COUN 517 Human Growth and Development (3 SH)
- COUN 518 Integrated Counseling Process (3 SH)
- COUN 527 Psychopathology (3 SH)

- COUN 530 Advanced Psychopathology (2 SH)
- COUN 536 Foundations in Research & Program Evaluation: Theory, Design and Foundational Statistics (3 SH)
- COUN 547 Counseling Theories (3 SH)
- COUN 557 Assessment and Evaluation Procedures (3 SH)
- COUN 567 Group Counseling (3 SH)
- COUN 587 Crisis Counseling (2 SH)
- COUN 607 Multicultural Counseling (3 SH)
- COUN 610 Advanced Multicultural Counseling (2 SH)
- COUN 617 Counseling Children and Adolescents (2 SH)
- COUN 627 Marriage and Family Counseling (3 SH)
- COUN 637 Career Development (3 SH)
- COUN 687 Expressive Therapies: Archetypal Explorations (1 SH)
- COUN 697 Addictions Counseling (3 SH)
- Clinical Mental Health: Health and Philosophy
- Internship and practicum experiences are also required.