

**MASTER OF SCIENCE IN
MANAGEMENT**

GRADUATE PROGRAM GUIDE

2011 - 2012

**Mount Ida College
777 Dedham Street
Newton MA 02149**

TABLE OF CONTENTS

MOUNT IDA COLLEGE MISSION STATEMENT	2
MSM PROGRAM DESCRIPTION	3
CONCENTRATION IN INTERIOR ARCHITECTURE DESCRIPTON	6
FACULTY	8
COURSE DESCRIPTIONS	9
CALENDAR	14
APPLICATION AND ADMISSION	15
ACADEMIC POLICIES AND PROCEDURES	15
GRADING SYSTEM	18
VERIFICATION OF STUDENT IDENTITY	18
ACADEMIC HONESTY	19
TUITION, FEES AND FINANCIAL AID	20
RESOURCES AND SERVICES	21
CONTACT INFORMATION	25
ADMINISTRATIVE POLICIES	26

Mount Ida College Mission Statement

Mount Ida College provides a diverse community of learners a challenging education that blends the liberal arts with professional preparation. We dedicate our energy, imagination, and resources to empowering all students to achieve academically and contribute responsibly in a changing world.

Statement of Mission-related Purposes

- *Mount Ida College fosters a culture of excellence in teaching and learning.*
- *Mount Ida College helps students develop the values, skills, competencies, and knowledge needed to pursue a career of choice through an education which provides professional preparation in the context of liberal learning.*
- *Mount Ida College is committed to providing undergraduate, graduate, and continuing education programs for learning from a wide variety of backgrounds, interests, and talents.*
- *Mount Ida College promotes an understanding of a global society, economy, and culture and an appreciation of the personal, practical, and professional value of such knowledge and experience.*
- *Mount Ida College serves the communities of greater Boston and in turn benefits from the abundant resources these communities provide.*

Master of Science in Management

Program Description

The Master of Science in Management (MSM) is designed for professionals who want to assume greater management responsibilities within their organizations. This degree program requires 36 credits and consists of seven core management courses and five elective courses. It is designed to provide professionals with the necessary business and management skills required to lead in today's environment. Graduates will be prepared to assume management positions of increased responsibility within medium and large firms in their fields as well as to develop and grow small firms, including their own.

The core business knowledge that students will acquire is as follows:

Management Theory and Organizations: Comprehensive understanding of current management theory as applied to the complexity of today's organizations; ability to manage inter-generational and/or globally distributed workforce; conflict management; core leadership skills.

Marketing Strategy and Management: Market segmentation, target marketing, brand management, marketing communications, channel strategy, pricing and the use of the Internet as a marketing channel.

Information Technology Management: Planning, integrating and managing technology in modern business environments, including e-business, customer relationship management, and enterprise systems.

Financial Management for Decision Analysis: Management of finance within the private firm, with an emphasis on small business, and best practices in managing risk and return.

Strategic Planning, Policy Development and Management: Development of a comprehensive framework to implement and maintain business strategy and policy in today's competitive global market place; techniques and tools to evaluate external trends and issues and to identify business strengths and weaknesses, financial conditions, and strategic decision frameworks; determine market and industry potential and develop appropriate strategies and tactics; successfully formulate a business strategy that meets objectives and establishes corporate policies, governances and controls that sustain profits and a business leadership position.

Human Resource Strategy and Management: Advanced concepts and principles of managing human resources; current issues and challenges related to attracting and

retaining high performance employees; diversity as it relates to employment and equal opportunity; effect of compensation on performance; challenges of managing a global workforce; aligning human capital to meet business objectives.

Research Methods: Comprehensive understanding of research methodology; topics include design and research methods, research problem assessment and definition, hypothesis formulation, data collection and analysis as well as program preparation and research writing.

Program Outcomes

Basic Disciplinary Competence

1. Demonstrate understanding of the functions and interdependencies of functional areas of business including finance/accounting and risk management, organizational and management theory and structure, strategic marketing, and operational management. (BA501, BA 506, BA520, BA530, BA 606, BA650)
2. Apply management theory to the complexity of today's organizations; manage inter-generational and globally distributed workforces, manage conflict, and foster innovation. (BA501, BA530, BA650)
3. Apply appropriate human capital management strategies to attract and retain high performance employees, recognize and value diversity as it relates to employment and equal opportunity, and align human capital to meet business objectives.(BA501, BA 650)
4. Apply financial management strategies and practices to effectively and responsibly manage risk and return. (BA606, BA650)
5. Develop business growth strategies through application of market segmentation, target marketing, brand management, marketing communications, channel strategy, pricing and the use of the Internet in marketing. (BA 506, BA650)
6. Demonstrate understanding of concepts of planning, integrating and managing technology as a key strategic tool in modern business environments. (BA520)
7. Develop and implement business strategies and policies that meet objectives and establish corporate policies, governances and controls that sustain profits and an ethical business leadership position. (BA650)

Information Literacy and Technology

8. Evaluate and apply a variety of quantitative and qualitative research and analytical tools to contemporary business challenges and develop recommendations. (BA526, BA606)
9. Communicate and collaborate effectively by presenting business information and defending recommendations using strong oral and written skills. (BA501, BA526, BA606, BA650)

Leadership and Teamwork

10. Advocate ethical behavior and social responsibility in business practices.(BA501, BA606, BA650)
11. Function effectively as both a team member and team leader to deliver effective performance. (BA501, BA650)

A Sample Course Sequence for Master of Science in Management – different electives are offered each semester

Fall Semester Year 1

BA 501 Management Theory and Organizations
Elective: BA 523 Project Management

Spring Semester Year 1

BA 506 Marketing Strategy and Management
Elective: BA 521 Business Law

Summer Semester Year 1

BA 520 Information Technology Management
Elective: BA 511 Global Perspectives: International Business Management or BA 615
Quantitative Methods for Managerial Decision Making

Fall Semester Year 2

BA 526 Graduate Seminar: Research Methods
Elective: BA 512 Entrepreneurship

Spring Semester Year 2

BA 530 Human Resource Strategy and Management
BA 606 Financial Management for Decision Analysis

Summer Semester Year 2

BA 650 Strategic Planning, Policy Development and Management
Elective: BA 513 Consumer Behavior: Current Theory and Applications or BA 611E-
Commerce and Evolving Business Management

Concentration in Interior Architecture

The concentration in Interior Architecture is designed to expose learners to cutting edge design topics preparing them for the selection of their emphasis area for the Thesis documentation. This could be Universal Design, Technological Issues, Sustainable/Environmental Design, Design Management, Lighting Design, Historic Preservation, Construction or another area of interest to the student that is approved by the student's thesis advisor.

Interior Architecture Concentration Outcomes

To promote business and design skills that will develop leaders in the field of Interior Architecture. Upon completion of the degree learners will have an awareness, understanding and competency in the following areas.

Basic Concentration Competence

- Demonstrate critical thinking skills to interpret, analyze, synthesize, and evaluate information in order to make a considered judgment. (IA501, IA 521, IA 522, BA526, IA 621, IA 622)
- Produce original ideas, products, writing, rendering, and models based on professional-level research relative to emerging areas and trends in the interior architecture field. (IA 521, IA 522, IA 621, IA 622)
- Critique and evaluate emerging strategies, laws, and regulations pertinent to the field of interior architecture management. (IA 521, IA 522, IA 621)

Research and Theory

- Evaluate and apply quantitative and qualitative data for the purpose of drawing conclusions and inferences about phenomena and events. (IA 501, BA 526)
- Demonstrate competency of advanced design skills and knowledge of emerging areas and trends in the interior architecture field (IA 501)

Technology

- Demonstrate understanding of building information models, computer technical drawing, laws, and codes. (IA 522)
- Communicate and collaborate effectively in a global market implementing oral, visual and written skills (IA 501, IA 522)

- Demonstrate project management skills for complex projects and ensure deliverables, while working successfully within budget, time, and client mandate (IA 522)

Leadership

- Articulate environmental and sustainable policies for business and industry that are based upon research and best practice techniques in the interior architecture field. (IA 521)
- Identify techniques for implementation of best practice techniques and theories to address universal design standards in the built environment. (IA621)
- Apply leadership, management and design skills in working with groups to develop and achieve design management goals within defined resources. (IA 522)

Information Literacy

- Identify, locate, and retrieve information related to emerging areas and trends in the interior architecture field. (IA501, BA526, IA 622)
- Analyze, evaluate, and synthesize issues connected to interior architecture and related professions, for the purpose of improving the quality of life, increasing productivity, and protecting the health, safety, and welfare of the public. (IA501, BA 526, IA 621, IA 622)

A Sample Course Sequence for Master of Science in Management with a concentration in Interior Architecture

Fall Semester Year 1

BA 501 Management Theory and Organization
IA 501 Graduate Seminar I: Global Issues in Design

Spring Semester Year 1

BA 506 Marketing Strategy and Management
IA 521 Interdisciplinary Studio I: Environmental Design

Summer Semester Year 1

BA520 Information Technology
IA 522 Interdisciplinary Studio II: Advanced Technology

Fall Semester Year 2

BA 526 Graduate Seminar: Research Methods
BA 606 Financial Management for Decision Analysis

Spring Semester Year 2

BA 530 Human Resource Strategy and Management
IA 621 Interdisciplinary Studio III: Universal Design

Summer Semester Year 2

BA 650 Strategic Planning, Policy Development and Management
IA 622 Interdisciplinary Studio IV: Thesis

Faculty Summary

Akie, Ronald M.B.A., Associate Professor and School Director, School of Business.

Archambault, Leo, D.B.A., Professor, School of Design.

Botti-Salitsky, Rose Ph.D. in Education, Professor, School of Design.

Burke, W. Scott Ed.D. in Organizational Change, Assistant Professor, School of Business.

Jacques, Janine M.B.A., M.S.C.I.S., Ph.D. in progress, Assistant Professor, School of Business.

Kausel, Cecilia S.M. in HTC of Architecture, Art and Environmental Studies, Professor, School of Design.

Lischewski, Hans-Christian Dipl.Ing., M.Arch A.S., Professor, School of Design.

Phipps, Lynne B.F.A., B.I.A., M. Div., Associate Professor, School of Design.

Ross, Donna J.D. Assistant Professor, School of Arts and Sciences

Steinbuch, Pearl Ph.D. in Managerial Science and Applied Economics, Professor, School of Business.

Tang, Liang Ph.D. in Finance, Associate Professor, School of Business.

Whitcomb, Alan Ph.D., Associate Professor, School of Arts and Sciences.

Yamamoto, T. Tamotsu M.F.A., C.A.G.S. Boston Museum School, Professor.

.Course Descriptions

BA 501 Management Theory and Organizations

3 credits This course will provide students with a comprehensive understanding of applying current management theory to address the complexity of today's organizations. Students will examine how organizations, including corporations, are created, structured, developed and managed. They will explore the impact of human behavior on management strategy and culture within an organization and will examine organizational models as they relate to organizational culture and structure in an increasingly global society. Additional topics will include ethics, managing change, authority and control, culture, globalization, and managing and encouraging diversity, including age, race, ethnicity, ability, inter-generational and globally distributed workforces.

Prerequisite: Master of Science in Management student.

BA 506 Marketing Strategy and Management

3 credits This course will examine the role of marketing in market-driven organizations and will provide a foundation of knowledge of the key concepts of marketing, including market segmentation, target marketing, brand management, marketing communication, channel strategy and pricing. It will also explore how the Internet and related technologies are changing traditional marketing approaches. Through the use of case studies, students will learn the importance of matching organizational strengths with market, industry, and competitive opportunities to create and sustain profits. Students will see how target marketing techniques and positioning strategies create business opportunities. They will learn how to anticipate and exploit changes in the business, consumer and economic environments.

Prerequisite: Master of Science in Management student.

BA 511 Global Perspectives

3 credits This course will survey topics relating to the evolving global economy. Students will study different cultures, government policies, trade relations, international finance, global information systems, compliance with foreign government regulations, market strategies, risk assessment, country comparisons, labor agreements and legal issues related to globalization.

Prerequisite: Master of Science in Management student.

BA 512 Entrepreneurship

3 credits This course will provide students with the knowledge and skills to launch a business. Students will examine the process of creating, building and maintaining a small business. The entrepreneurial cycle will be analyzed including: the creative process, how to build a successful business plan, perform a feasibility analysis, raise venture capital, put together a venture team and prepare a business for the next generation of ownership. Students develop expertise in creating an electronic presence, managing cash flows and establishing a comfortable balance between debt and equity. Students will experience entrepreneurship through a series of case studies and hands-on exercises. They will build a formal Business Plan using the commercial software application, Business Plan Pro.

Prerequisite: Master of Science in Management student.

BA 513 Consumer Behavior: Current Theory and Applications

3 credits This course is designed to provide knowledge of the psychological foundations of consumer behavior and how the study of consumer behavior helps businesses understand and serve their customers. Psychological variables will be examined that can provide useful information about consumers, such as how they learn, what they perceive, and how they choose to live their lifestyles; the impacts of groups such as families, social groups, and ethnic groups on what consumers buy; the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly their actions, and how to engage these mechanisms to build effective marketing strategies.

Prerequisite: Master of Science in Management student; BA 506.

BA 520 Information Technology Management

3 credits Students will explore how technology is integrated and managed within modern business environments. The course will provide students with the vision and understanding of how to leverage technology to create efficiencies and to support organizational processes. A survey of key technical components of information systems including telecommunications, software applications and information security will be included. Students will analyze how existing organizations leverage their IT investments to maximize business value and gain a competitive advantage. Case studies will show how leading firms use strategic information systems that combine E-Business, Customer Relationship Management, Business Intelligence, and Enterprise Systems to improve profits and customer satisfaction.

Prerequisite: Master of Science in Management student.

BA 521 Business Law

3 credits In the increasingly complex world of business, understanding the legal issues surrounding business decisions and negotiations are critical. This course will examine the legal components of domestic and international business transactions. The course will explore case law relating to contracts, negotiations, breaches, remedies, agent agreements, sales contracts, Uniform Commercial Code and international considerations.

Prerequisite: Master of Science in Management student

BA 522 Leadership in Organizations

3 credits Leadership is the ability of one individual to impact, motivate and encourage others to contribute to the effectiveness and success of an organization. Being a good leader is an essential skill for all managers, yet many lack the ability to lead effectively. At the same time, technology, globalization and emerging societal values are changing the requirements for leadership. This course will explore the qualities, skills and strategies of successful leaders. Students will analyze the skills and traits of top executives of major corporations and will examine how strong leadership drives change and growth within an organization.

Prerequisite: Master of Science in Management student.

BA 523 Project Management

3 credits Organizational growth is fueled by the seamless execution of a series of projects and milestones. The ability to deliver projects on time and within budget is dependent upon the knowledge and skills of the project manager. This course will explore the challenges of project management. Students will examine project planning including initiating a project, defining project goals, determining project scope, creating a work-breakdown schedule, identifying project resources and mitigating risk. The class will survey tools and techniques used to create and manage complex project plans. Additional topics will include managing budgets, communicating with stakeholders, managing adversity, and creating effective teams.

Prerequisite: Master of Science in Management student.

BA 526 Graduate Seminar: Research Methods

3 credits The first segment of this course provides a comprehensive understanding of research methodology. Topics include design and research methods, research problem assessment and definition, hypothesis formulation, data collection and analysis, as well as, program preparation and research writing. The second half of the course students will break into cohort groups based on their concentration. Application of research methods will be directly related to learner's interest enabling them to develop and submit a research proposal while identifying a graduate thesis committee by the end of this course.

Prerequisite: Master of Science in Management student.

BA 530 Human Resource Strategy and Management

3 credits This course will explore the changing role of Human Resources in modern organizations and small businesses. Through case study analysis and article reviews, students will examine current issues in diversity recruiting and retention, legal issues, globalization and corporate cultures.

Prerequisite: Master of Science in Management student.

BA 606 Financial Management for Decision Analysis

3 credits This course is an examination of the theory, application and practice of the management of finance within the context of the private firm with particular emphasis upon the application to small business. The course will provide a strong basis of understanding and applying best decision making practices in finance and financial management both in general terms and within the industry. It is designed to provide the professional with a strong knowledge and developed understanding of the best practices, complexities, risks and returns in finance and in the financial management of a firm within the particular complexities of its industry.

Prerequisite: Master of Science in Management student; BA 501.

BA 611 E-Commerce and Evolving Business Management

3 credits Emerging technologies have a profound influence on current and future business strategy. This course will allow students to examine the implications of evolving Internet technology for organizational decision-making, market prices, and market structure. This course will explore the theories and concepts underlying e-commerce. Topics include business and technology overview, building an e-business, e-business models,

internet marketing, customer relationship management, e-procurement, technical requirements and service providers, electronic payments, legal and globalization issues.
Prerequisite: Master of Science in Management student

BA 615 Quantitative Methods for Managerial Decision Making

3 credits This course explores the use of analytical tools for aiding managerial decision-making, covering quantitative models proven effective in solving managerial problems in the corporate and public sectors. Students will use these tools to model sample problems in class and in homework as well as short cases from the text. The tools to be surveyed include linear programming, network programming and analysis, integer programming, sensitivity analysis, inventory control models, stochastic processes, decision theory, queuing theory, simulation.

Prerequisite: Master of Science in Management student; BA 606

BA 650 Strategic Planning, Policy Development and Management

3 credits This course will provide a comprehensive framework used to develop, implement and maintain organizational strategy and policy in today's competitive global market place. It will examine the techniques and tools used to evaluate external trends and issues, and to identify business strengths and weaknesses, financial conditions, and strategic decision framework. Students will learn how to determine market and industry potential and develop an appropriate strategy and tactics. The course will demonstrate how to successfully formulate a business strategy that meets objectives and how to establish corporate policies, governances, and controls that sustain organizational success and leadership position, appropriate to both for-profit and not-for-profit organizations.

Prerequisite: Master of Science in Management student.

IA 501 Graduate Seminar I: Global Issues in Design

3 credits This course will provide learners the opportunity to examine and understand new and emerging issues in the field of design. Such issues may include but are not limited to: new research in universal design, healthcare, technological issues, sustainable/environmental design, design management, lighting design, historic preservation, construction or another area of interest to the learner.

Prerequisite: Master of Science in Management student

IA 521 Interdisciplinary Studio I: Environmental Design

3 credits This course will provide learners with the opportunity to research, and discuss environmental issues as they apply to the design field today, and apply the knowledge and resources that they acquire in the context of the studio environment. Such issues may include but are not limited to: Brownsfield redevelopment, the application of sustainable design in urban, suburban, and rural contexts, the psychological effect of the built environment, alternative energy sources, and holistic approaches to today's design challenges. Learners will be required to choose an area of study and carry it through a studio project/application. The LEED standards will be one of the criteria that will be utilized in this course.

Prerequisite: Master of Science in Management student.

IA 522 Interdisciplinary Studio II: Advanced Technology in Design

3 credits This course will provide learners the opportunity to examine and understand new and emerging technologies in the field of design. Such issues may include but are not limited to: new developments in design-specific computer applications, including computer graphics, CAD with a look into Building Information Method (BIM), new concepts of hardware including processors, interfaces and peripherals. The course will also introduce students to computer-related management issues, such as collaborative computer-supported design, project- and facility management decision support systems and project management technique.

IA 621 Interdisciplinary Studio III: Universal Design

3 credits This course will provide learners with the opportunity to research, and discuss issues related to universal design as they apply to the design field today. They will then take this research, and apply the knowledge that they've gained and the resources that they acquire in the context of the studio, project- based environment. The topic of Universal Design refers to the ability of all people to have access to all products, services, and environments. Research and project development may include, but will not be limited to, products, services and environments and the application of universal design criteria to the design process and outcome. Once research has been presented, learners will be required to choose an area of study and carry it through a studio project/application. ADA standards, International Building Codes (BOCA) and local building codes will be criteria that will be utilized in this course.

Prerequisite: Master of Science in Management student.

IA 622 The Interdisciplinary Studio IV : Thesis

3 credits This course is dedicated to the development and production of a major design project, proposed by the learner, the subject of which has been selected, researched and documented during the prior semester in BA 526 Graduate Seminar: Research Methods. This course is devoted to conceptualizing and developing preliminary design exploration and possibly alternatives to solutions as they exist. The studio cumulates in a final design development that includes the documentation and presentation of the learner's research project. The studio has a professionally juried final presentation.

Prerequisite: Master of Science in Management student; IA 501, BA 526, IA 521, IA 522 and IA 621.

Class Schedule

Courses are be offered in a hybrid format in a 16 week session in the fall and spring semesters, 12 week session during the summer session. Students can complete the degree while maintaining their professional positions. The program is designed for part-time study by taking six credits each fall, spring and summer semester. Courses will be held on weekday evenings; studio courses in the Interior Architecture concentration will be held on Saturdays.

Calendar

Academic Calendar for 2011-2012

Fall Semester 2011

Wednesday, August 24	Orientation
Monday, August 29	Fall classes begin
Monday, September 5	Labor Day <i>holiday</i>
Wednesday, September 7	Add/Drop ends (6:00 pm)
Wednesday, September 28	September Graduation Date
Monday, October 10	Columbus Day <i>holiday</i>
Wednesday, November 2	Registration for Spring 2012 begins
Friday, November 18	Last Day for Course Withdrawal
Wed, November 23 – Fri, Nov. 25	Thanksgiving Break
Monday, December 12	Last day of classes
Wednesday, December 14	Final Exam Period begins
Sunday, December 19	Final Exam Period ends

Spring Semester 2012

Wednesday, January 18	Spring Classes Begin
Wednesday, January 25	Add/Drop Begins
Saturday, January 28	Add/Drop Ends (6:00 pm)
Monday, February 20	January Graduation Date
Monday, March 12 – Friday, March 16	Presidents' Day <i>holiday</i>
Monday, March 19	Spring Break
Wednesday, March 28	Classes Resume
Friday, April 13	Advising & Registration begin Summer/Fall 2012
Monday, April 16	Last Day for Course Withdrawal
Monday, May 7	Patriots' Day <i>holiday</i>
Wednesday, May 9	Spring Classes End
Monday, May 14	Final Exam Period Begins
Thursday, May 17	Final Exam Period Ends
Friday, May 18	Graduation Rehearsal
	Commencement (11:00 am)

Summer Session 2012

Wednesday, May 16	Summer Classes Begin
Tuesday, August 7	Classes End

Application and Admission

Application Requirements

Applications will be accepted for Fall and Spring semesters. Applicants must submit:

1. Mount Ida College Graduate Program Application Form
2. Application Fee
3. Official transcript(s)
4. Resume
5. Two letters of reference (one from a supervisor of a recent professional position and one from an individual familiar with the applicant's academic ability)
6. An essay addressing professional interests and career goals
7. Submission of a portfolio or samples of professional work

The Admissions Committee will review applications and qualified applicants may be interviewed prior to an admission decision.

Admissions Committee

The Admissions Committee will include the Program Director or designee, the Concentration Director(s) or designee, and the Dean of Admissions or designee. Both the Program Director (or designee) and the Concentration Director (or designee) should concur on the decision for acceptance to the program. Admissions decisions will be processed by the Office of Admissions.

Identification Card

The Mount Ida One Card is the official identification card of Mount Ida College. All students receive a card when they enroll in a program at the college and the card can be used for the library, building access, dining, bookstore, copy machines, public safety and local businesses. A prepaid spending account can be established on the card. Replacement cost of the card is \$25.00.

Academic Policies and Procedures

Advising

The Program Director and the Concentration Director(s) are available to students for consultation and advice throughout their academic program and are available by appointment when students desire consultation and advice on career choice, course selection, course substitution, college resources, and general program and degree requirements.

Registration

An officially registered student is one who is registered for classes and who has settled all charges with the Bursar's Office. Candidates for admissions to degree programs may not register until they receive a formal statement of acceptance. Continuing students register for courses in November for the spring semester and March for the summer and fall semesters.

Students are allowed to take up to two courses (6 credits) in the graduate program before being formally admitted.

Adding or Dropping a Course

Course changes are processed by the Office of the Registrar during the Add/Drop period. Students should consult with their Program Director before adding or dropping a course. No course may be added or dropped after the last day of the Add/Drop period. Courses dropped during the Add/Drop period do not appear on the student's transcript.

To withdraw from a course after the Add/Drop period, students must file an official Course Withdrawal Form. Students may formally withdraw from a 16 week course through the end of the twelfth week of the semester.

Refund Policy

Full refunds will be made only if a course is canceled or if a student drops a course before the course begins. Students who withdraw from a course after it has started will receive a partial refund according to the following schedule:

16 week semester course: Students who withdraw after the first week of class receive a 75% tuition refund; by the third week of class a 50% tuition refund. Any student withdrawing from the class after the third week will receive no refund.

8 week semester course: Any student who officially withdraws from the class/classes before the 10th calendar day after the start of class is eligible to receive 75% of tuition and fees excluding non-refundable deposits.

Any student who officially withdraws from the class/classes between the 11th and the 15th calendar day after the start of class is eligible to received 50% of tuition and fees excluding non-refundable deposits.

Any student who officially withdraws from the class/classes after the 15th calendar day after the start of class will receive no reduction in tuition and fees.

Enrollment Status

Full-time students: Those registered for 12-18 credits per semester are considered full-time students.

Part-time students: Those registered for fewer than 12 credit hours per semester are considered to be part-time students. Students must be registered for 6 credit hours to be considered half-time for loan eligibility.

Non-degree students: All students registering for courses without receiving a formal acceptance to a degree program are considered non degree students. Students are allowed to take no more than 2 courses in the graduate program as a non-degree student. Non degree students must receive the instructor's consent before formal registration in any graduate course.

Grade Requirements

An overall grade average of 3.0 or higher is required for graduation. No more than 6 credits of C or C+ work will be counted toward the degree and the acceptability of such grades is subject to faculty approval. No grade below C is acceptable for credit toward the degree. Enrollment of a student receiving three grades (9 credits) below B may be dismissed from the program.

Incomplete Coursework

If a student fails to complete required work within a course for reasons acceptable to the instructor, he or she will receive an I (incomplete) grade. A contract to complete the work is drawn up between the instructor and student. The student must complete the course requirements by the terms of the contract. If the student completes the course requirements the I grade is replaced with the appropriate letter grade. If the student does not complete the course requirements, the I grade is replaced with an F grade.

Degree Requirements

Thirty-six credits hours of graduate study are required for the degree with a minimum cumulative grade point average (CGPA) of 3.0. A minimum of 30 of the 36 credits required for the degree must be Mount Ida College graduate level courses. Six credits of graduate coursework taken elsewhere or courses taken as a non-degree student may be applied to the degree upon program advisor approval.

Time Limitations

All requirements must be completed within five years from initial matriculation.

Grading System

The College uses a system of letter grades and grade honor point equivalents for evaluating coursework.

Grade	Honor Points	Explanation
A	4.00	Excellent
A-	3.67	
B+	3.33	
B	3.00	Good
B-	2.67	
C+	2.33	
C	2.00	Average
C-	1.67	
D+	1.33	
D	1.00	Poor
D-	0.67	
F	0.00	Fail, no credit
CS		Continuing Studies
I		Incomplete
I/F	0.0	Incomplete/Fail

Grades below a C are not accepted for graduate credit.

Graduation Procedures: Application for Graduation

Mount Ida College has three graduation dates a year in September, January, and May respectively. A formal Commencement ceremony is conducted once a year in May. All eligible students are required to file an application for graduation with the Office of the Registrar according to the following deadlines:

- May graduation – filing deadline: November 2nd
- September graduation – filing deadline: May 15th
- January graduation – filing deadline: September 15th

Verification of Student Identity

[To comply with the United States Federal Higher Education Opportunity Act, Public Law 110-315,] all faculty and administration at Mount Ida College must verify that the student registering for a course is the same student participating in all activity related to earning credit in the course.

Mount Ida College uses a learning management system for online and hybrid courses and students are assigned a unique student identification number. Students must use

designated usernames and student-generated pass codes to participate in online, hybrid, and/or web-enhanced courses. Any student joining an entirely online course of study at Mount Ida College is additionally required to attend an on-campus orientation.

Students must provide complete and accurate information in all interactions with the College. Within each online and hybrid course, students must read and agree to the College's Code of Academic Honesty, which outlines consequences of violations of the Code.

The small student-faculty ratio contributes to the faculty's ability to become familiar with students and the manner in which they participate in their studies, further ensuring academic honesty. Faculty members engage students in pedagogically sound instruction including rich discussions and a variety of assessment techniques. Faculty of online and hybrid courses work closely with instructional technology specialists to develop and implement these methods which support academic integrity.

Expectations of the Code of Academic Honesty

Academic integrity and academic honesty are core values of our learning community. Mount Ida College students are expected to be honest in their academic endeavors at all times. Violations of the Code of Academic Honesty will result in appropriate disciplinary action.

The Code of Academic Honesty applies to all work prepared for evaluation by a course instructor. This includes, but is not limited to, homework, projects, in-class and take-home examinations, quizzes, and research papers. The Code of Academic Honesty also applies to the College's academic records, the accuracy and integrity of which must be maintained, and to other documents including, but not limited to, tests.

Students are expected to distinguish their ideas and work from those derived from other sources. Information derived from other sources includes published material, the opinions of others, and computer programs as well as material from Internet sources. While collaboration with other students is encouraged in certain class settings, students must assume that coursework submitted for evaluation must be their own unless otherwise specified by their instructor.

Violations of Code of Academic Honesty

Mount Ida College reserves the right to determine on a case-by-case basis if a violation of an academic nature has been committed. Violation of this policy includes, but is not limited to, stealing another student's work, unauthorized collaboration on papers or homework assignments, cheating on exams, tampering with and/or falsifying grades, participation in activities to obtain or distribute any part of an unadministered test, and the like. The Associate Vice President for Academic Affairs acts on violations of an academic nature. In any alleged violation, every reasonable effort will be made to ensure fair and prompt action. In the event that an alleged infraction of this policy has occurred, the following procedures will take place:

1) The faculty member or, if the alleged violation pertains to an academic office rather than a class, a designee of the Associate Vice President for Affairs will meet with the student to discuss the alleged dishonesty. If the student admits to the infraction, the penalty for the infraction will be at the discretion of the instructor or of the designee of the Associate Vice President for Academic Affairs, if applicable. Notification of the infraction and the penalty will be given to the Office of the Associate Vice President for Academic Affairs.

2) However, if the student denies the allegation, or has failed or refused to meet with said faculty member or said designee of the Associate Vice President for Academic Affairs, if applicable, within seven (7) business days after the faculty or designee notice requesting the same, the faculty member or designee will then submit a report within seven (7) business days of this meeting, or the date for the meeting if the student fails to attend, to the Associate Vice President for Academic Affairs.

3) The Associate Vice President for Academic Affairs will then call a formal hearing consisting of the faculty member or designee, if applicable, and the student as soon as possible. The Associate Vice President hears the case and recommends a finding of responsibility to the Vice President for Academic Affairs.

4) If the student is then found guilty of this violation, and it is his/her first offense, under appropriate circumstances, he/she will be required to complete a contract with the College. The contract, in addition to providing for other appropriate remedies and/or disciplinary action, will stipulate that the student understands that if found guilty of this violation or other academic dishonesty or violation of the Code of Academic Honesty in the future, he/she will face academic suspension or dismissal, and the infraction will be permanently noted in their academic record. In addition, the student may receive a grade of "F" for the plagiarized work or course. Should the incident constitute an egregious or flagrant disregard for the Code of Academic Honesty, or should the student be found guilty of subsequent academic dishonesty or a violation of the Code of Academic Honesty, he/she will face academic suspension or dismissal, and the infraction will be permanently noted in their academic record.

5) If the student is found innocent of this violation, he/she will continue in the course, if applicable, without further penalty.

Tuition, Fees and Financial Aid

Financial Assistance

Mount Ida College provides financial assistance through loans and payment plans to help students meet their educational goals. To be considered for financial aid, students must complete the *Free Application for Federal Student Aid* (FAFSA) by visiting the Mount Ida College website at www.mountida.edu "Financing your Education." Students who wish to apply for financial aid must be admitted to a graduate degree program before their financial aid application will be considered.

Subsidized Stafford Loan: Students who demonstrate financial need according to federal regulations are eligible to borrow through the Subsidized Loan Program. With the subsidized loan, the federal government pays the interest while the student is in school. Therefore, no payments are required while the student is enrolled in school (at least 1/2 time, minimum 6 credits) and no interest on the loan will accrue.

Unsubsidized Stafford Loan: Students who do not qualify for a Subsidized Stafford Loan may be awarded an Unsubsidized Federal Stafford Loan. With the Unsubsidized Stafford Loan, the federal government does not pay the interest while the student is in school. Therefore, interest does accrue and must be paid or capitalized.

2011-2012 Tuition

\$700.00 per credit hour

To pay in person: the Bursar's Office in Holbrook Hall during regularly scheduled office hours. Payments by mail should be sent to the Office of the Bursar, Mount Ida College, 777 Dedham Street, Newton MA 02459.

Resources and Services

The Office for Graduate Studies and Continuing Education

The Office for Graduate Studies and Continuing Education develops and implements programs for the adult and non-traditional student to provide them with an educational experience that will prepare them to gain advancement in their current profession or advance into another professional area. The Office coordinates graduate student education on the campus and works collaboratively with other units on campus to provide the services needed by graduate students and other adult learners.

The College Library

The Wadsworth Library's collection is comprised of 95,000 items including print, audiovisual and electronic resources to support the graduate curriculum. Electronic resources include e-books, online full text periodicals, and digital art images that are available via the internet. Campus information resources, including e-books, and full-text journal articles can be accessed from the college's website (www.mountida.edu - select Library).

Mount Ida College is a member of the Minuteman Library Network (MLN), which is comprised of thirty-five public libraries and six academic libraries. Members have access to over 6 million items and the resources in the virtual catalog of other college and university libraries, i.e., University of Massachusetts. Students may borrow books online from other MLN libraries by using their personal identification number (PIN). Instructions on using a PIN are on the Library website.

Mount Ida College is a member of NELINET which enables students to borrow books and journal articles from over 7,000 libraries across the United States and the world. Contact the College librarians to make the requests.

All students have free access to the Museum of Fine Arts and may use the MFA Library. The MFA Library has over 320,000 items and supports research on the museum's permanent collections, special exhibitions, and general art history.

Library Services for the Graduate Student

The Wadsworth Library provides support to the graduate student throughout the Master's Degree Program. There is a link to the library services webpage for graduate students on the Library homepage on the College website. Each course has a course website that provides links to information resources that support research for assignments and electronic reserves for assigned course readings.

Graduate students may set up an appointment to work with the reference librarian on any of the assigned research papers or projects. The librarian is available by phone or e-mail or in person at the Wadsworth Library. Information about Library resources and the course librarian is listed on each course website.

The Wadsworth Library is open seven days a week including evenings. Please check the Library website for hours of operation.

Policies of the Wadsworth Library

1. Circulating resources may be borrowed for a three week period.
2. Reference books and periodicals may be checked out with permission.
3. Overdue or Lost Materials:
 - a. If library materials are not returned on time, students will be fined 10 cents per day for each overdue book and 25 cents for audiovisual items. The maximum overdue fine is \$5.00 per item unless the item is lost or damaged.
 - b. Students will be billed for the cost of replacement plus a \$10.00 processing fee for lost or damaged materials.
 - c. Unpaid bills and non-returned materials will prevent a student from borrowing any additional materials from any Minuteman Library, including the Wadsworth Library
 - d. Any student with large unpaid fines will be billed through his or her college account at the end of each semester.

The **Copy Center** is located in the Wadsworth Library. Copy machines are available for use in the Library; copies are debited to your One-Card.

Computer Facilities

There are nine instructional computer labs on campus, and two open access computer lab areas. All computer labs are connected to the Mount Ida College network; both Windows

and Macintosh platforms are supported. When classes are not in session, students may use the instructional computer labs.

- Students have access to the Internet and the Mount Ida College website and email from the library, computer labs, residence halls, and home.
- Computer lab schedules are posted in the computer labs and on the College's website (www.mountida.edu - select Resources and Services).

Policies for Computer Use

The Mount Ida College campus network exists to support education and research consistent with the mission and goals of the College and its use is a privilege and not a right. The College reserves the right, at any time, to prioritize use and access to the system, to reject or remove materials that are outdated, erroneous or misleading, illegal, unethical or detrimental to the missions and operation of the College, to cancel the privilege of use by any one or more persons, and/or to stop providing the network services. Students are expected to comply with the College's policies regarding the use of the computer labs and campus network. Computer Lab Policies are posted in each laboratory.

Media Services

Media Services provides equipment to students, faculty and staff to use information and learning resources in a variety of formats in and outside the classroom. Students have the opportunity to use software to develop multimedia presentations for their course assignments, classroom presentations, course research, and co-curricular projects. Members of the College community may borrow, upon availability, a wide range of audiovisual equipment to gather, document and present information, e.g., a digital camera, a laptop computer and data/video projection system. All equipment is available for classroom use. The Media Specialist instructs students in the use of the equipment.

e-learning at Mount Ida

e-Learning at Mount Ida College offers an exciting and convenient way to learn through courses and programs that are completely or partially online. The College uses an online course management system, Angel Learning, where materials are available 24 hours a day, seven days a week, from any location. All academic services are embedded in each course and available online. Students receive an orientation to Angel that includes how to access course websites, use the features in Angel Learning and access technical support. All instructions and technical support information are also on the College website.

E-mail

Free e-mail accounts are provided to all students, faculty, and staff members through Network Services.

Bookstore

New and used textbooks for all Mount Ida courses can be purchased online at www.efollet.com or in person in the bookstore located on the ground level of Carlson Hall. The Bookstore also carries a full line of Mount Ida clothing and gift items, supplies, computer hardware and software, snacks and beverages.

Services for Students with Disabilities

The College provides an array of support services for students with documented disabilities. Services for students with disabilities may include classroom accommodations, test modifications, and assistive technology. All students with documented disabilities are entitled to reasonable accommodations.

Academic Success Center and Writing Center

The Academic Success Center (ASC) provides academic support to assist students to excel in their coursework and is open to all Mount Ida College students at no additional charge. The Center offers a supportive learning environment where students may work with tutors on a variety of subjects. Individual or group tutoring is available. The Center operates on an appointment basis. Students may come to the Academic Success Center for help at any time during the academic year.

The Writing Center supports students by providing assistance with writing assignments and papers for all courses. Writing Associates assist with all stages of the writing process. Students may work alone or with a Writing Associate doing research or word-processing online.

Campus Safety

The Public Safety Office is located on the first floor of Shaw Hall. The Department of Public Safety is on duty 24 hours a day 7 days a week. Persons seeking assistance from off campus locations can contact the department by dialing 617/928-4777. On campus callers can obtain non-emergency assistance by dialing extension 4777 or by utilizing the campus call boxes and the red Public Safety direct dial phones located in each building. Emergency assistance while on campus can be obtained by dialing 911 from any campus phone.

Emergency Closings

In the event of a snowstorm, the decision to cancel classes will be made by 6:30 am. The following radio and television stations will be notified of the cancellation: WBZ 1030 AM, WBZ TV 4, WCVB TV 5, and WHDH TV 7. College closing information will also be recorded on the voice mail system at 617/928-4500. Students can also register their mobile phones on the emergency information system at Mount Ida College *Send Word Now*.

Health and Counseling Center

The Health Center provides medical care on campus through a team of nurse practitioners and the College consulting physician, with referral services available through local

hospitals and specialists. The Counseling Center serves full and part time students on a short-term basis in order to assess treatment needs and, when indicated, refer to the most appropriate ongoing care. The Health and Counseling Center is located on the first floor of Appleton House. Hours are Monday through Friday, 8 am to 5 pm.

Contact Information

Office of the Academic Vice President

Ellen Beaulieu, Ed.D. Vice President for Academic Affairs
Phone: 617-928-4790 Email: ebeaulieu@mountida.edu

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Program Director

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Concentration in Interior Architecture Director

Rose Botti-Salitsky, Director, Interior Design Program
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Sally Gray, School of Design Administrative Assistant
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Office for Graduate Studies and Continuing Education

Lois Nunez, Dean
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Office of the Registrar

Kathy Posey, Registrar
Phone: 617-928-4003 Email: kposey@mountida.edu

Office of the Bursar

Peter Teceno, Bursar
Phone: 617-928-4531 Email: pteceno@mountida.edu

Office of Admissions

Jason Powers, Associate Dean of Graduate Admissions
Phone: 617-928-4573 Email: jpowers@mountida.edu

Office of Financial Aid

Dyan Teehan, Director

Phone: 617-928-4099 Email: dteeahan@mountida.edu

Instructional Technology and Learning Resources

Margery Lippincott, Dean, Instructional Technology and Learning Resources

Phone: 617-928-4596 Email: mmlippincott@mountida.edu

Jesse Murphy, Instructional Technology Specialist

Phone: 617-928-7396 Email: jmurphy@mountida.edu

Administrative Policies

Rights with Respect to Education Records under Family Educational Rights and Privacy Act (FERPA)

Annually Mount Ida College notifies students of their rights under the Family Educational Rights and Privacy Act (FERPA). 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 College receives a request for access. Students who wish to review their education records must submit a written request to the Office of the Registrar identifying the record(s) they wish to inspect. The Registrar or his/her designee will make arrangements for access within fourteen (14) business days of the Office's receipt of the request and notify the student of the time and place where the record(s) may be inspected. If the requested records are not maintained by the Office of the Registrar, the student will be notified of the correct official to whom the request should be addressed.
- 2) The right to request the amendment of the student's education record(s) that the student believes is/are inaccurate. Students should notify the College official responsible for the record in writing, clearly identify the part of the record they want changed and specify why it is inaccurate. Once the request for amendment has been received, the appropriate College official will notify the student within 45 business days whether the record will be changed as requested or whether the request for amendment has been denied. If the request has been denied, the College will advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided the student when notified of the right to a hearing.
- 3) The right to consent to disclosure of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions:

- School officials with legitimate educational interests. A school official is a person employed by the College 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 College has contracted (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 disciplinary or grievance committee, or assisting another school official in performing her or his 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 responsibility.

Mandatory Health Insurance

Massachusetts law C.15A, s.18 requires that every full-time and three quarter time student enrolled in an institution of higher learning in Massachusetts participate in a qualifying student health insurance program or in a health benefit plan with comparable coverage. Full-time or three quarter time students must enroll in the Student Accident and Sickness Insurance Plan or waive that service by demonstrating coverage by acceptable alternate insurance.

Policy on Non-Discrimination

Mount Ida College is committed to a policy of non-discrimination in its educational programs, activities and employment practices. It is the policy of the College not to discriminate on the basis of race, ethnicity, national origin, sex, sexual orientation, color, age, religion, or handicap.