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Are you thinking about changing your career, advancing your current career or giving yourself a professional edge as you enter the workplace?

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

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

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

Programs of Study

The
ALAN SHAWN
FEINSTEIN
Graduate School

M.B.A. in

Global Business Leadership

- With concentrations in Accounting*, Financial Management*, International Trade, Marketing or Organizational Leadership

Hospitality & Tourism

- With concentrations in Event Leadership, Finance, Marketing or Tourism Planning

The
CENTER For
EDUCATION

M.A. in

Teacher Education/Certification

- Business or Food Service

Teacher Education/Non-Certification

- Business or Food Service

*Available in traditional format only. See page A-3 for details.

2004–05 Academic Calendar

Aug. 31–Sept. 1	Check-In for fall term	January 17	Martin Luther King Jr. Day holiday
September 7	Fall term begins	January 21	Friday classes—makeup
September 10	Friday classes—makeup	February 27	Winter term ends
October 11	Columbus Day holiday	February 28	Check-In for spring term
October 15	Friday classes—makeup	March 8	Spring term begins
November 21	Fall term ends— Thanksgiving recess	March 11	Friday classes—makeup
November 22	Check-In for winter term	April 15	Friday classes (for classes held on Thursdays)
November 30	Winter term begins	May 12	Thursday classes end
December 3	Friday classes—makeup	May 18	Spring term ends
December 19	Last day of classes— holiday recess	May 19	Commencement
January 3	Classes resume		

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

University Mission

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

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

Purposes of the University

Johnson & Wales University supports the following purposes in accordance with the Mission:

- to monitor the external and internal environment of the University through regular and effective planning and assessment;
- to develop and assess sound programs and curricula that allow students to attain proficiencies in general education and professional disciplines;
- to evaluate and assess regularly the rigor of all academic programs;
- to recruit and admit students with potential from varied backgrounds and to give them every opportunity to excel in their academic and professional lives;
- to provide an experiential education approach throughout the curriculum, by integrating practicums, internships, externships, co-op opportunities, international experiences, directed work projects, and community service activities;
- to assure that curricula, activities and services reflect the cultural diversity of the institution;
- to plan for and provide facilities and resources that meet the needs of students, faculty and staff;
- to manage all departments effectively, efficiently and professionally;
- to hold each academic, administrative and support department individually and collectively accountable for the achievement of the Mission;
- to provide students with educational and experiential opportunities to contribute to the community through service learning.



University Core Values

Market Driven

Johnson & Wales is market driven, focusing both on the needs of our students and the needs of our students' future employers.

Experientially Based

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

Employment Focused

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

Student Centered

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

Globally Oriented

We respond to the increasingly global nature of business by fostering multiculturalism and providing an international educational experience.

Outcomes Assessment Statement of Purpose

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

The University is committed to its Outcomes Assessment initiative which employs authentic assessment to evaluate programs and curriculum. All faculty and students are therefore part of an ongoing study to determine and refine the effectiveness of instruction and learning.

Accreditation and Approvals

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

Legal control is vested in the Board of Trustees.

The M.B.A. program in Hospitality & Tourism at the Alan Shawn Feinstein Graduate School, with concentrations in Event Leadership, Marketing, Finance and Tourism Planning meets the continuous improvement standards of the TedQual Certification System. The TedQual Certification System is a World Tourism Organization (WTO), THEMIS Foundation sponsored program.

The Teacher Education program of the Center for Education at Johnson & Wales University is fully approved under the Interstate Certification Contract (ICC) for the preparation of secondary school teachers of business education and vocational food service education.

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

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

Please refer to page 54 for more information.



A Philosophy of Graduate Career Education



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

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

industry and education.

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

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

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

The Alan Shawn Feinstein Graduate School

The Alan Shawn Feinstein Graduate School offers afternoon and evening classes allowing students to complete their education on an evening schedule or chose to take afternoon classes when available.

The Graduate School offers a fast-track schedule for selected majors where qualified students will graduate in one calendar year. **These programs start in the September term only.** (Students requiring foundation courses and/or English as a Second Language (ESL) must complete these requirements prior to the September term of the year they wish to enroll.)

Most students follow a traditional schedule, enrolling in two courses each term. All programs are presented in the traditional format schedule. Programs offered in the 2004–05 academic year in the fast-track delivery include an M.B.A. in Global Business Leadership with a concentration in International Trade, Organizational Leadership or Marketing; and an M.B.A. in Hospitality & Tourism with a concentration in Event Leadership, Finance, Marketing or Tourism Planning.

The Center for Education

The Center for Education offers a M.A. in Teacher Education in two areas of specializations, Business and Food Service, on a traditional schedule. The program is designed for candidates wishing to pursue a master's degree and prepare for state certification, and for individuals wanting a master's degree without completing requirements for state certification.

The Center also offers an Ed.D. in Educational Leadership. The program is presented on a unique Friday evening and Saturday schedule. Individuals interested in the doctoral program should contact the director of doctoral admissions at (401) 598-4642.

Special Features

Advantages Johnson & Wales graduate students enjoy include

- Convenient afternoon and/or evening classes to accommodate any schedule.
- Accelerated programs that can be completed in one year.
- Three terms instead of two semesters, allowing students to complete more courses in less time.
- A diverse student population representing more than 58 countries.
- Student-focused faculty with esteemed academic and professional experience.
- Flexible tuition payment arrangements.
- Specialized programs with exciting career opportunities.
- Lifetime career placement service.



Graduate Student Association (GSA)

Open to all graduate students, the Graduate Student Association (GSA) connects graduate students and encourages them to make a positive difference within the University community.

The GSA is an organization dedicated and directed by graduate students. It advocates for the needs and concerns of the graduate student population by providing educational and professional resources, as well as social and artistic pursuits. The association seeks to leverage the strengths of its diverse student population and unite this population in the pursuit of personal and professional excellence.

Some of the GSA objectives include the establishment of committees, a student advisory council and interest groups.

The GSA is a member of the National Association of Graduate Professional Students (NAGPS).

A Growing University in a Flourishing City



Johnson & Wales University was founded in 1914 as a private, coeducational institution. Based on an educational philosophy that prepares students to enter the working world with solid foundations in their chosen careers, the University has grown to offer more than 60 academic programs culminating in associate, baccalaureate, master's and doctorate degrees.

Total enrollment for the 2003–04 academic year approached 16,000 undergraduate and graduate students representing 50 states and 88 countries. Through its experienced, professional approach, the University has earned an international reputation in business, education and industry. In addition to the main campus in Providence, Rhode Island, Johnson & Wales presently offers undergraduate programs in Charleston, South Carolina; Norfolk, Virginia; North Miami, Florida; Denver, Colorado, and Charlotte, N.C. (opening September 2004).

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

Presently, the Alan Shawn Feinstein Graduate School offers an M.B.A. in Global Business Leadership with concentrations in Accounting, Financial Management, International Trade, Marketing and Organizational Leadership. It also offers an M.B.A. in Hospitality & Tourism with concentrations in Event Leadership, Finance, Marketing and Tourism Planning.

The Center for Education offers an M.A.T. with areas of specialization in Business and Food Service, and an Ed.D. in Educational Leadership with cohorts in Elementary/Secondary Education and Higher Education.

The City of Providence

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

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

Interstate buses and trains are near Johnson & Wales' Downtown Campus, as is the T.F. Green State Airport, served by most major domestic U.S. airlines. This airport is also close to the Radisson Airport Hotel, which is a practicum property at J&W.



Waterplace Park, Downcity Providence

International Diversity

More than 1,100 international students from 96 countries study at Johnson & Wales University, representing almost 10 percent of the total student population of approximately 15,000. Approximately 50 percent of the graduate student population is international, representing 58 countries.

International students can take advantage of many special services at J&W, including transportation to J&W's International Retreat Center. Incoming international students can be met by a J&W representative when they arrive at the Providence airport, train depot or bus station. They are then brought to the International Retreat Center at the Johnson & Wales Inn, where they can stay free-of-charge for up to two nights.

International Housing Options and Assistance

Most J&W graduate students live off-campus. International graduate students choosing to live off-campus will be assisted by an International Housing Coordinator, who helps international students find suitable housing and assists with identifying a roommate (if desired), turning on utilities, and purchasing the items needed to furnish an apartment.

International Orientation

All international students are provided with an orientation program to learn about immigration regulations, health care, banking policies and community services. The International Center holds special activities to introduce students to the J&W campus and surrounding community.

International Friendship Program

This program joins international students with local American families to exchange cultures and make friends. American hosts invite international students to visit their homes and participate in activities such as picnics, sporting events and visits to historical sites.



International Club

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

English Language Institute

The English as a Second Language (ESL) program provides year-round instruction in English language proficiency. Students who do not meet the Test of English as a Foreign Language (TOEFL) requirement with a score of 550 on the written test or 210 on the computerized TOEFL will enter J&W's ESL program where they will develop the language skills required to succeed in J&W graduate programs as well as in the community.





**Some of the countries represented
by our graduate students and alumni:**

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



M.B.A. Programs

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

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

Career Assessment & Planning

Your M.B.A. program usually begins with the five-week Career Assessment & Planning course, which jumpstarts the development of your future career plans. Through a highly interactive process, you will identify your career strengths and learn how to maximize your success by developing future career tools.

Career Elective

With the Career Elective, you select from options that best fit your present or future career plans and needs.

- **Graduate Career Co-op:** You serve as a paid member of the staff within a carefully selected organization in the U.S. or abroad under the supervision of a faculty member and co-op coordinator. You will be placed within an organization that directly supports your current and future career goals.
- **Directed Research:** You conduct primary research with specific business organizations and their leaders under the supervision of a faculty member. (This requires faculty approval and is only offered in limited cases.)

- **Field Experience:** You gain direct career experience in a faculty-led study tour of organizations throughout the world. Previous study tours have included programs in Beijing, China where students study business organizations as well as the Olympic Games Organizing Committee.
- Or, take a course in another concentration to broaden your knowledge.

Career Advancement

Your M.B.A. program concludes with the Career Advancement course, in which you will continue your career development studies with additional workshops to complete your Career Portfolio and use it to seek a promotion, new job or career. When you graduate, your M.B.A. degree and Career Portfolio will help you gain an edge over other job-seekers and move you toward career success.

Concentrations

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

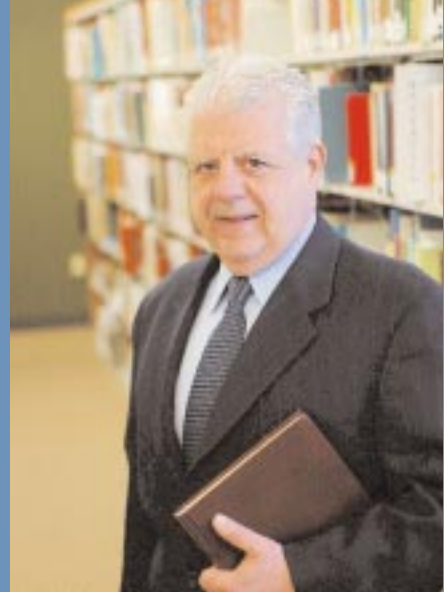
For the M.B.A. in Global Business Leadership:

- **Accounting:** Earn the 150 hours of advanced study required to take the Uniform C.P.A. examination after completing the concentration.
- **Financial Management:** Participate in hands-on projects that lead to mastery in financial analysis, process re-engineering, and other important in-demand financial management skills.
- **International Trade:** Develop new strategies in international banking, multinational corporations and international consulting firms to maximize your potential in the global economy.
- **Marketing:** Create and execute marketing strategies that get results.
- **Organizational Leadership:** Lead organizations to achieve high quality performance with committed and skilled team members.

“My experience as a graduate student at Johnson & Wales University has given me vast knowledge on a global scale, which has opened my eyes to a ‘world’ of exciting information and ideas beyond my imagination. The exchange of education and experiences between students is extremely valuable. Studying at Johnson & Wales has helped me discover my potential.”

—Tina DaSilva, U.S.A.

2004 Global Business M.B.A. candidate with an Organizational Leadership concentration



Frank Pontarelli

Dean

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

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

For the M.B.A. in Hospitality & Tourism:

- **Event Leadership:** Receive advanced training in event strategic management, human resource development, operational quality control, risk assessment and control, and the essential resources for finding solutions to complex problems.
- **Finance:** Strengthen your financial management and analytical abilities within many different sectors of the hospitality and tourism industry.
- **Marketing:** Gain experience in advertising, promotion and E-commerce, and explore advanced marketing research within various sectors of the hospitality and tourism industry.
- **Tourism Planning:** Engage in advanced planning and administration of tourism programs. Conduct research, develop, plan and evaluate products and services within the tourism industry.



Degree Requirements

Students are required to complete at least 12 courses with a 3.0 or higher cumulative GPA to complete their M.B.A. program. Some programs may be scheduled in a fast-track, 12-month delivery format. All programs may be completed in a traditional delivery system.

The traditional delivery system offers evening classes with some afternoon classes and is designed to be completed in two years, over six terms of study (two classes per term with no summer session). Classes

are generally conducted from 6:00–9:45 p.m., once a week, Monday through Thursday and Saturday mornings. The traditional program begins in either September or December. Students requiring foundation courses and/or English as a Second Language (ESL) may apply for any term. (For information on English Proficiency requirements, see page 33.)

The fast-track delivery system is designed to be completed in 12 months over four terms of study (three classes per term including summer session). Classes are either conducted from 1:00–5:00 p.m. or from 6:00–9:45 p.m., four days a week, Monday through Thursday. The program begins in the September term only, provided all foundation courses and language requirements are fulfilled.

Lifelong Career Success

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

Top left: Stedman Graham shares his event management experience with graduate students as a Distinguished Visiting Professor;

Below: Graduate professors meet to discuss the latest breakthroughs that graduate students need to know to achieve career success.





M.B.A. in Global Business Leadership with Concentrations

Accounting Concentration

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

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

Students must take prerequisites or foundation courses, if offered, due to limited offerings. Prerequisite and foundation courses must be completed prior to registering for core and concentration classes.

The Accounting program is offered on an evening schedule with some core courses available during the day, but **it is not a fast-track option**. Students may enter this program in either the September or December terms.

Financial Management Concentration

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

The Financial Management concentration prepares students for a wide variety of careers in domestic and global enterprises, both for-profit and non-profit. Graduates may wish to apply their knowledge of advanced financial tools to careers directly in the field of financial management by working for chief financial officers or vice presidents of finance. Careers in business consulting areas such

Accounting Concentration*

Prerequisite Courses

Courses offered through the undergraduate College of Business

ACCT2011	Federal Taxes I**	4.5
ACCT2021	Intermediate Accounting I	4.5
ACCT2022	Intermediate Accounting II**	4.5
ACCT2023	Intermediate Accounting III**	4.5
ACCT3040	Auditing	4.5
ACCT3050	Advanced Accounting	4.5
LAW3010	Business Law for Accountants	4.5

Foundation Courses***

ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
RSCH5100	Research and Analysis	4.5

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

Core Courses

ENG5001	Professional Communications	4.5
RSCH5010	Advanced Research and Analysis	2.25
MGMT5019	Career Assessment and Planning	2.25
FISV5001	Financial Management	4.5
MGMT5001	Organizational Behavior for Effective Leadership	4.5
MRKT5001	Strategic Marketing	4.5

Concentration Courses

Choose **five** of the following courses:

ACCT6001	Accounting Theory	4.5
ACCT6002	Professional Ethics	4.5
ACCT6003	Advanced Auditing	4.5
ACCT6004	Accounting Information Systems	4.5
ACCT6020	Cases in Individual Taxation	4.5
ACCT6021	Cases in Corporate Taxation	4.5
LAW5020	Law for Accountants	4.5

Career Capstone Courses

GRAD6999	Career Advancement	0.0
MGMT6001	Business Policy and Strategy	4.5

Total Quarter Credit Hours 54.0–105.75

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Prior to enrolling in ACCT2021, students must have completed ACCT5000 (Corporate Financial Accounting), or ACCT1001 (Accounting I) and ACCT1002 (Accounting II).

***Refer to page 40 regarding the possible waiver of foundation courses.

continued on page 18 ➞

Financial Management Concentration*

Foundation Courses**

ACCT5000	Corporate Financial Accounting	4.5
ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
RSCH5100	Research and Analysis	4.5

Core Courses

ENG5001	Professional Communications	4.5
RSCH5010	Advanced Research and Analysis	2.25
MGMT5019	Career Assessment and Planning	2.25
FISV5001	Financial Management	4.5
MGMT5001	Organizational Behavior for Effective Leadership	4.5
MRKT5001	Strategic Marketing	4.5

Concentration Courses

Choose **four** of the following courses:

FISV6020	Tax Planning for the Financial Manager	4.5
FISV6030	Financial Reporting & Control	4.5
FISV6040	Special Topics	4.5
FISV6050	Strategic Financial Planning	4.5
FISV6060	Managing Capital Markets	4.5

Career Elective Course

Choose **one** of the following courses:

GRAD6030	Directed Research	4.5
GRAD6083	Field Experience	4.5
GRAD6093	Graduate Career Co-op	4.5
Elective	Elective course from another concentration	4.5

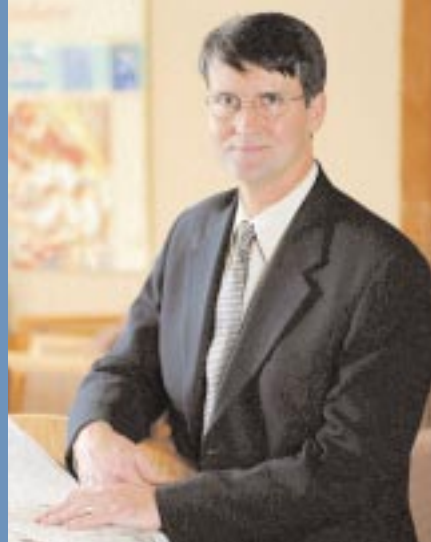
Career Capstone Courses

GRAD6999	Career Advancement	0.0
MGMT6001	Business Policy and Strategy	4.5

Total Quarter Credit Hours 54.0–78.75

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Refer to page 40 regarding the possible waiver of foundation courses.



Paul C. Boyd
Associate Professor

Effective business decision-making is founded on objective research and the accurate translation of data into usable knowledge. Developing and implementing valid and unbiased research studies to assist organizations in their decision-making processes has been the basis of Dr. Boyd's career.

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

Today, Dr. Boyd teaches research, analysis and marketing courses.



as strategic financial planning or in allied fields that draw on financial analysis, such as process re-engineering, are also a possibility. Depending upon prior business experience, graduates may obtain top financial officer positions. A background in financial management can be a strong asset for eventually becoming the head of a domestic or global enterprise.

The Financial Management program is offered on an evening schedule with some core courses available during the day, but **it is not a fast-track option**. Students may enter this program in either the September or December terms.

International Trade Concentration

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

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

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

Students may complete the International Trade program in either a traditional or fast-track 12-month format. The fast-track, 12-month delivery is offered on an after-noon schedule and/or evening schedule and is open to students with business-related academic backgrounds. Admittance to the fast-track program is in the September term only with all foundation courses having been completed with a "B" grade (3.00 GPA) or better cumulative average, prior to entrance into core and concentration classes. The fast-track program format ensures graduation in one calendar year. The program is set up with selected concentration courses. Thus, all concentration courses may not be available in the fast-track delivery.

International Trade Concentration*

Foundation Courses**

ACCT5000	Corporate Financial Accounting	4.5
ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
RSCH5100	Research and Analysis	4.5

Core Courses

ENG5001	Professional Communications	4.5
RSCH5010	Advanced Research and Analysis	2.25
MGMT5019	Career Assessment and Planning	2.25
MGMT5001	Organizational Behavior for Effective Leadership	4.5
FISV5001	Financial Management	4.5
MRKT5001	Strategic Marketing	4.5

Concentration Courses

FISV5002	International Banking	4.5
IBUS6050	Importing and Exporting	4.5
Choose two of the following courses:		
IBUS5020	Cross Cultural Leadership	4.5
IBUS6010	Russia and Eastern Europe	4.5
IBUS6020	International Business Negotiation	4.5
IBUS6040	Special Topics	4.5
IBUS6080	Asia and the Pacific Rim	4.5

Career Elective Course

Choose one of the following courses:		
GRAD6030	Directed Research	4.5
GRAD6083	Field Experience	4.5
Elective	Elective course from another concentration	4.5

Career Capstone Courses

GRAD6999	Career Advancement	0.0
MGMT6001	Business Policy and Strategy	4.5

Total Quarter Credit Hours	54.0–78.75
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Note: Students may enter the fast-track program in the September term only, provided all foundation courses are completed and language requirements are fulfilled. The traditional program begins in either September or December.

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Refer to page 40 regarding the possible waiver of foundation courses.



Marketing Concentration

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

Because of the fast-paced, ever-changing and creative nature of marketing, the courses in this concentration are

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

Students may complete the Marketing program in either a traditional or fast-track, 12-month format. The fast-track, 12-month format is open to students with business-related academic backgrounds and is offered on an afternoon and/or evening schedule. Admittance to the fast-track program is in the September term only with all foundation courses having been completed with a "B" grade (3.00 GPA) or better cumulative average, prior to

entrance into core and concentration classes. Due to the fast-track program format, the one-year program is set up with selected concentration courses. Thus, all concentration courses may not be available in the fast-track delivery.

The traditional Marketing program is offered on an evening schedule with some core courses available during the afternoon. Students may enter this program in either the September or December terms.

Organizational Leadership Concentration

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

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

A unique feature of this program is the highly-acclaimed task/people/learning coaching system (*TPL Coaching™*) that students gain competence in applying to management situations. The *TPL Coaching™* system was conceived and developed for industry leaders by faculty of the graduate school.

Students may complete the Organizational Leadership program in either a traditional or fast-track 12-month format. The fast-track, 12-month delivery is open to students with business-related academic backgrounds and is offered on an afternoon and/or evening schedule. Admittance to the fast-track program is in the September term only with all foundation courses having been completed with a "B" grade (3.00 GPA) or better cumulative average, prior to entrance into core and concentration classes. Due to the fast-track program format, the one-year program is set up with selected concentration courses. Thus, all concentration courses may not be available in the fast-track delivery.

Marketing Concentration*

Foundation Courses**		
ACCT5000	Corporate Financial Accounting	4.5
ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
RSCH5100	Research and Analysis	4.5
Core Courses		
ENG5001	Professional Communications	4.5
RSCH5010	Advanced Research and Analysis	2.25
MGMT5019	Career Assessment and Planning	2.25
MRKT5001	Strategic Marketing	4.5
FISV5001	Financial Management	4.5
MGMT5001	Organizational Behavior for Effective Leadership	4.5
Concentration Courses		
Choose four of the following courses:		
MRKT6010	Advertising & Promotions Strategies	4.5
MRKT6020	Services Marketing Strategies	4.5
MRKT6030	Advanced Marketing Research	4.5
MRKT6040	e-Commerce Marketing Strategies	4.5
MRKT6050	Special Topics	4.5
Career Elective Course		
Choose one of the following courses:		
GRAD6030	Directed Research	4.5
GRAD6083	Field Experience	4.5
GRAD6093	Graduate Career Co-op	4.5
Elective	Elective course from another concentration	4.5
Career Capstone Courses		
GRAD6999	Career Advancement	0.0
MGMT6001	Business Policy and Strategy	4.5
Total Quarter Credit Hours		54.0–78.75

Note: Students may enter the fast-track program in the September term only, provided all foundation courses are completed and language requirements are fulfilled. The traditional program begins in either September or December.

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Refer to page 40 regarding the possible waiver of foundation courses.

Organizational Leadership Concentration*

Foundation Courses**

ACCT5000	Corporate Financial Accounting	4.5
ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
RSCH5100	Research and Analysis	4.5

Core Courses

ENG5001	Professional Communications	4.5
RSCH5010	Advanced Research and Analysis	2.25
MGMT5019	Career Assessment and Planning	2.25
MGMT5001	Organizational Behavior for Effective Leadership	4.5
MRKT5001	Strategic Marketing	4.5
FISV5001	Financial Management	4.5

Concentration Courses

Choose **four** of the following courses:

MGMT5002	Contemporary Human Resource Issues & Strategic Management	4.5
MGMT5040	Special Topics	4.5
MGMT5060	The Leader as Coach	4.5
MGMT6010	Project Leadership	4.5
MGMT6020	Leading Organizational Change	4.5

Career Elective Course

Choose **one** of the following courses:

GRAD6030	Directed Research	4.5
GRAD6083	Field Experience	4.5
GRAD6093	Graduate Career Co-op	4.5
Elective	Elective course from another concentration	4.5

Career Capstone Courses

GRAD6999	Career Advancement	0.0
MGMT6001	Business Policy and Strategy	4.5

Total Quarter Credit Hours 54.0–78.75

Note: Students may enter the fast-track program in the September term only, provided all foundation courses are completed and language requirements are fulfilled. The traditional program begins in either September or December.

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Refer to page 40 regarding the possible waiver of foundation courses.



Joanne M. Crossman
Professor

Communication is a fascinating art; critically important to our personal and professional success, yet infinitely influenced by people and circumstances. Dr. Crossman has studied and practiced this art in various capacities as an intern, public relations specialist, education consultant, and for the past 15 years, as an educator at Johnson & Wales.

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

As a full professor, Crossman teaches communication courses in the Alan Shawn Feinstein Graduate School, co-directs the Professional Communication Center, serves on numerous committees, teaches in the Center for Education, and serves as a doctoral advisor.

M.B.A. in Hospitality & Tourism with Concentrations

Johnson & Wales University is the largest educator of hospitality professionals in North America, and the Alan Shawn Feinstein Graduate School is one of the foremost providers of leaders for the global hospitality and tourism industry. Economists recognize the global hospitality and tourism industry as the largest industry in the world and one of the fastest growing fields for future employment.

Through the M.B.A. program in Hospitality & Tourism, you will acquire the skills and experiences needed to provide exemplary leadership for hospitality and tourism-related organizations throughout the world, including Marriott and Walt Disney. Furthermore, the M.B.A. program in Hospitality & Tourism is one of the few programs in the world certified by the prestigious World Tourism Organization.

Four specialized hospitality and tourism planning concentrations provide you with the advanced training and knowledge needed to secure employment positions in these growing areas. The individualized concentrations also provide you with customized learning experiences that allow you to strengthen your Career Portfolio for long-term career success.

Event Leadership Concentration

This is the first M.B.A. concentration in the high-demand field of event leadership in the world. Therefore, the prestige associated with this new concentration may lead to long-term career satisfaction and success. Graduates may seek higher-level positions within global organizations that require M.B.A. core curricular skills as well as strategic planning and management expertise within the event field. Employment opportunities for this M.B.A. program are boundless, but some job titles include director of meetings and conventions, manager of expositions, producer of sport events, and director of special events for attractions and festivals.

Finance Concentration

Financial, revenue, capacity and yield management analysis and forecasting are essential skills for successful hospitality and tourism financial leaders, and they are critical

parts of this concentration. The positions in this field are increasing as the responsibilities for financial reporting and control magnify within the hospitality and tourism industry. Our graduates include comptrollers of major hospitality and tourism organizations, and employment positions include, but are not limited to, accounting supervisors to chief financial officers of major organizations.

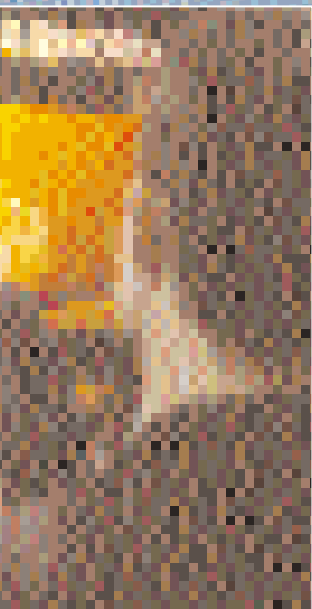
Marketing Concentration

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

Tourism Planning

The World Tourism Organization has certified the Alan Shawn Feinstein Graduate School for its quality offerings in tourism education. Johnson & Wales is only the third American university out of approximately 30 worldwide to receive such an honor. The international significance of this designation is key because tourism is the single most important component of community economic development worldwide. The demand for highly skilled professionals to plan and develop sustainable tourism is increasing daily. Our graduates are working in public and private tourism agencies in the U.S. and internationally. They are employed in national ministries of tourism, in government agencies in countries seeking to promote and develop tourism, in state and regional agencies, and even as consultants to local chambers of commerce and boards of trade that recognize the significant economic and employment impacts of tourism-related activities.







Applicants interested in the M.B.A. in Hospitality & Tourism program who do not hold an undergraduate degree or diploma in the hospitality field, must submit a current resumé and cover letter demonstrating at least two years of work experience in the hospitality and tourism field.

The program allows entrance beginning either in the September or December term once all prerequisite courses are completed successfully. Students may complete this program in two years if they enroll in two courses each term.

The preferred sequencing of courses in the Hospitality & Tourism program, after successful completion of any prerequisite and foundation courses, begins with: a) core requirements, b) all program courses except HOSP6095, c) concentration courses, and d) HOSP6095 and the career capstone course.

Students may complete the Hospitality & Tourism program in either a traditional or fast-track, 12-month format. The fast-track, 12-month delivery is offered on an afternoon schedule and/or evening schedule and is open to students with business-related academic backgrounds. Admittance to the fast-track program is in the September term only with all foundation courses having been completed with a "B" grade (3.00 GPA) or better cumulative average, prior to entrance into core and concentration classes. The fast-track program format ensures graduation in one calendar year. The program is set up with selected concentration courses. Thus, all concentration courses may not be available in the fast-track delivery.

Hospitality & Tourism (M.B.A.)*

Prerequisite Courses

Courses offered through the undergraduate Hospitality College

LAW2010	Hospitality Law**	4.5
SEE2020	Event Management***	4.5

Foundation Courses**

ACCT5000	Corporate Financial Accounting	4.5
ECON5000	Economics in the Global Economy	4.5
ENG5100	Effective Communication	4.5
HOSP5000	Hospitality and Tourism Information Technology	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MRKT5000	Marketing Concepts	2.25
RSCH5100	Research and Analysis	4.5

Core Courses

ENG5001	Professional Communications	4.5
MGMT5019	Career Assessment and Planning	2.25
RSCH5010	Advanced Research and Analysis	2.25
MRKT5001	Strategic Marketing	4.5
MGMT5002	Contemporary Human Resource Issues & Strategic Management	4.5
MGMT5001	Organizational Behavior for Effective Leadership	4.5

Program Courses

HOSP6010	Hospitality and Tourism Global Business	4.5
FISV6070	Hospitality and Tourism Financial, Revenue & Capacity Management	4.5
HOSP6005	Hospitality and Tourism Global Strategic Management	4.5



Patt Manheim

Professor

Balancing the sometimes-conflicting demands for critical resources has been the key focus of Dr. Manheim's career. She began working in the water policy and economic development research field, assessing the impact of community growth and development on the management of river basins and ponds. Her doctoral work at Cornell University measured the social and economic effects of major federal water projects. Because the economic development components of these projects often incorporated tourism, she began focusing her research on tourism, examining such issues as coastal beach erosion, the social and economic impacts of the T.F. Green Airport terminal expansion, and the integration of cultural, historical and land resource management plans for the Blackstone River Valley Heritage Corridor.

In 1989, Manheim joined the faculty of the Alan Shawn Feinstein Graduate School, and served as the hospitality program coordinator from 1993 to 1996. Today, she teaches graduate courses in hospitality and tourism planning and supervises student research. In her classes she holds the strong belief that students share responsibility for what they learn; they solve complex problems and find solutions that are mutually beneficial to everyone.

Manheim is closely involved with tourism professionals locally, nationally and internationally, and draws students into these networks. She is founder and president of Social Forum, a consortium of consultants in public policy and tourism impact analysis.

Concentration Courses

Students must take **two** courses from any one of the following concentrations. 9.0

Event Leadership Concentration

EVNT5001	Event Leadership ⁺
EVNT5005	Event Operations
EVNT5010	Event Risk Management

Finance Concentration

FISV6020	Tax Planning for the Financial Manager
FISV6030	Financial Reporting & Control
FISV6040	Special Topics
FISV6050	Strategic Financial Planning
FISV6060	Managing Capital Markets

Marketing Concentration

MRKT6010	Advertising & Promotions Strategies
MRKT6020	Services Marketing Strategies
MRKT6030	Advanced Marketing Research
MRKT6040	e-Commerce Marketing Strategies
MRKT6050	Special Topics

Tourism Planning Concentration

TOUR5020	Tourism Input Analysis and Forecasting
TOUR5030	Tourism Economics
TOUR5040	Tourism Planning and Development
TOUR6040	Special Topics

Career Elective Course

Choose **one** of the following courses:

GRAD6030	Directed Research	4.5
GRAD6083	Field Experience	4.5
GRAD6093	Graduate Career Co-op	4.5

Career Capstone Courses

GRAD6999	Career Advancement	0.0
HOSP6095	Hospitality and Tourism Seminar ⁺⁺	4.5

Total Quarter Credit Hours 54.0–92.25

*Students should always check with their advisor **before** scheduling courses to ensure correct course sequencing.

**Refer to page 40 regarding the possible waiver of foundation courses and prerequisite courses.

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

⁺This course is a required course for the Event Leadership concentration.

⁺⁺This course may only be taken after completing **all** core, program and concentration courses.

Admissions Information

Procedures For Admission

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

Applications for admission to J&W graduate programs are processed in the order received according to the start date specified on the application. Once all application requirements are met, the Graduate Admissions Office takes pride in the timely processing of applications.

Enrollment is limited and applicants are encouraged to submit required documents as early as possible.

Admissions Requirements

Candidates for admission to graduate programs at Johnson & Wales University must hold a baccalaureate degree from an accredited institution. Candidates should have maintained a minimum grade point average of 2.75 or its equivalent. Students with a grade point average below 2.75 may be considered for admission depending on other admission requirements and/or test scores from the GMAT. A combination of factors are considered for admission, including

- Undergraduate cumulative grade point average,
- Standardized test scores from the GMAT or GRE, when submitted,
- Two letters of recommendation, and
- A statement of purpose describing why you want to

enter the program and how you believe your previous training and experience will help you succeed. This statement isn't required, but it is strongly recommended and may be used to determine your eligibility for admission. The statement should not exceed 500 words and must be submitted in printed form.

Application Requirements

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

1. A **signed** application for admission
2. **Official transcripts** documenting all undergraduate and graduate work

3. **Two letters of recommendation** from individuals qualified to acknowledge the applicant's potential for successful completion of the graduate program (Teacher Education Candidates: see page 26, item 5, for additional letters of reference required.)

4. Current resumé and cover letter demonstrating at least two years of working experience in the hospitality industry (for applicants interested in the M.B.A. in Hospitality & Tourism, who do not hold an undergraduate degree or diploma in the hospitality or business field)

5. Standardized test scores, when applicable

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

Application Forms

Enclosed with your admissions package are all of the forms required for application to J&W graduate programs.

International Admissions Requirements

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

1. **Certified copy of scores for the Test of English as a Foreign Language (TOEFL)** of at least 550 on the written TOEFL or at least 210 on the computerized TOEFL. Johnson & Wales University's school TOEFL code is 3465. Please see the next page for information on the English Proficiency Requirement.

2. **Declaration of Financial Support** signed by both the applicant and the sponsor

3. **Certified Bank Statement**

4. **Copy of the biographical section of your current passport**

NOTE: All documents must be originals or certified true copies. Unofficial photocopies cannot be accepted.

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

Transfer Credits

A candidate for the master's degree may petition to receive a maximum of nine quarter credit hours of transfer credit for graduate-level courses taken at approved colleges. To receive transfer credit, the courses must cover content equivalent to that offered in the Johnson & Wales University graduate program that the student plans to enter, and must be approved by the director of graduate admissions. Transfer candidates should submit official college transcripts from any colleges previously attended **prior to enrolling** in graduate courses.

The student must also have earned a grade of "B" or better. Credits earned more than three years prior to enrollment in a graduate program at Johnson & Wales are not transferable without special permission from the dean of the Alan Shawn Feinstein Graduate School (for M.B.A. programs) or the director of the Center for Education (for M.A.T. programs).

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

English Proficiency Requirement

International students are required to take the Test of English as a Foreign Language (TOEFL), unless they graduated with a degree from a school in the United States. A minimum score of 550 on the written TOEFL or at least 210 on the computerized TOEFL is required before admission.

International students will be required to take at least ENG5100 unless a TOEFL score of at least 573 on the written exam or 230 on the computerized exam is submitted to the Graduate Admissions Office.

Applicants who score below the minimum are required to study full-time for a minimum of one term in the University's intensive English as a Second Language program and meet the English proficiency requirements before enrollment into the graduate program.

Students who score below 550 on the written TOEFL test or below 210 on the computerized TOEFL test will have their individual TOEFL section scores reviewed in the areas of listening comprehension, structure, reading and writing. Section scores of a minimum of 55 on the written TOEFL test and 21 on the computerized TOEFL test, and 4.5 on the Test of Written English/Essay Writing, will exempt the student from the corresponding ESL class. A higher-level undergraduate course will be substituted for the exempted sections.

The Alan Shawn Feinstein Graduate School reserves the right to place students who, although they meet the minimum scores, do not display proficiency at a level that will be required for success.

International Student Visa

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

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

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

International Transfer Students

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

Date of Enrollment Change

Students who would like to change their selected date of enrollment need to forward a written request with their \$100 nonrefundable deposit, if the deposit has not been submitted earlier. International students must also return the original I-20 form, unless the I-20 was secured at the student's embassy.

Financial Information

2004–05 TUITION AND FEES

The following tuition and fees schedules are effective for the 2004–05 academic year unless noted otherwise. Tuition and fees are subject to change annually.

Tuition:

\$234/quarter credit hour

Most graduate school program courses are 4.5 quarter credit hours at a cost of \$1,053 each.

Undergraduate Prerequisite Courses:

\$110/quarter credit hour

Most prerequisite courses are 4.5 quarter credit hours at a cost of \$495 each.

Tuition Deposit

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

Transcripts

Issued only upon written request. Official transcripts bearing the University Seal must be mailed directly to the authorized agencies from the Student Academic Services Office. Students may also request an unofficial transcript for personal use. No transcript will be issued unless the student is current in all financial obligations to Johnson & Wales University.

Payment Options

Annual Payments

Billing for tuition and fees is done on a term basis, however the student may make one payment in full for the entire academic year. Students are responsible for paying all charges in full or making appropriate arrangements by the due date stated on the invoice.

Term Payments

Students may choose to make three payments a year, which are payable by the publicized due dates established prior to each term.

Monthly Payments

A Monthly Payment Plan is available, however, there is an enrollment fee to participate. Please contact Student Financial Services for more information at (401) 598-1468 or 1-800-343-2565, ext. 1468.

Financial Obligations

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

Financial Aid

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

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

1. Demonstrate financial need.
2. Maintain satisfactory academic progress (financial aid will be suspended until satisfactory academic progress is again achieved).
3. Be enrolled in a degree or certificate program.
4. Be enrolled on at least a half-time basis. (A half-time basis is defined as carrying 4.5 quarter hour credits per term; students enrolled on a less-than-full-time basis may have their financial aid reduced.)

5. Be a U.S. citizen, permanent resident, or eligible non-citizen.

6. Not owe a refund on a Federal Pell Grant or be in default on a Federal Perkins Loan, Federal Subsidized Stafford Loan, Federal Unsubsidized Loan, Parent Loan for Undergraduate Students (PLUS) or Supplemental Loan for Students (SLS).

7. Sign a Statement of Educational Purpose, a Statement of Registration Status, and a Statement on Overpayments and Defaults.

Students are eligible to receive financial aid as long as they maintain satisfactory academic progress as defined on page 38 of this catalog and in the Student Handbook. Students who fail to maintain satisfactory academic progress will be notified by Student Academic Services.

Return of Title IV Funds

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

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

Financial Aid Programs

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

Federal Subsidized Stafford Loan*

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

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

Federal Unsubsidized Stafford Loan*

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

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

* Loans made under federal loan programs are applied to the student's account with the University in equal disbursements per term based on the loan period and the student's entrance date.

Student Financial Services (SFS)

Financial Planning

The University understands that financing an education may be a very complex process for many students. In order to assist students and their families in these matters, Johnson & Wales has a staff of financial planning counselors. These counselors are available to work with students and their families on an individual basis to help them best utilize their own funds and other available resources to meet educational expenses. For more information and assistance, call 1-800-343-2565, ext. 1468 or (401) 598-1468.

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

Student Assistant Employment Program

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

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

The Graduate Admissions Scholarship

Each year, the Graduate Admissions Office awards a limited number of scholarships to graduate school applicants who are accepted as full-time students and reflect an ability to **excel** in their chosen program. The scholarships include special consideration for students accepted to enter the Master of Arts in Teacher Education. The total amount of each scholarship is \$1,000 and the scholarship will be credited to

the student's account in equal installments over three consecutive terms. The student must maintain full-time status while in receipt of the scholarship. **Applicants must complete each section of the scholarship form and submit it with a resumé and the graduate school application. Scores from the GMAT or GRE are strongly recommended for scholarship consideration.**

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

Student Health and Accident Insurance

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

Refund Policies

General Policy

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

Term charges are subject to the University's Withdrawal Credit Policy upon withdrawal from the University. Term charges are defined as tuition, and if applicable, room only, room and board, and weekend meal plan. The official notice of withdrawal from the University may be done in person or by written notification through

Student Academic Services. Refunds are calculated by the date of termination based on the date Student Academic Services receives notification of withdrawal from the student or faculty member. Any refund due will be issued within 30 days after the date that the University was first notified of the withdrawal.

University Withdrawal Credit Policy

If a student enters a class and terminates on the first day of classes of a term:

- the University will credit 100 percent of the term charges, less an administrative fee that does not exceed the lesser of \$100 or 5 percent of the term tuition charge.

If a student terminates during:

- the first week of the term but after the first day of classes, the University will credit 90 percent of the term charges.
- the second and third week of the term, the University will credit 50 percent of the term charges.
- the fourth, fifth, and sixth week of the term, the University will credit 25 percent of the term charges.

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

Academic and General Information

The curriculum requirements described in this catalog are the guidelines for students entering the program during the 2004–05 academic year. If new guidelines are developed as the program grows, they will not be applicable to this group. Each candidate continuously enrolled will be subject to the curriculum guidelines of the program as outlined in this catalog for the year of entrance into the program.

Academic Information

Class Schedules

Classes are held primarily Monday through Thursday. Fast-track programs have afternoon and evening schedule options. Evening classes meet once a week from 6:00 p.m. to 9:45 p.m. New students are automatically registered as full-time students; however, once enrolled, students Web-register for courses on uconnect. Due to limited enrollment, students who do not Web-register on uconnect may forfeit their seats.

Students take three courses per term in the fast-track delivery format to enable graduation in a one-year time frame. These students may switch their sections, but not their courses, unless these courses are for a concentration. It is recommended that students enrolled in the traditional program not take more than nine credits per term for proper sequencing.

Graduate programs at Johnson & Wales are offered in three 11-week terms each academic year. An additional 10-week summer term with limited course offerings **may** be offered to complete the calendar year.

When Monday holidays are observed and classes are cancelled, make-up classes will generally be held on Fridays.

Summer Session

Graduate program summer session courses **may** be offered. The scheduling of individual courses, however, is not guaranteed but it is dependent upon student and faculty interest and enrollment.

Transcripts

A transcript is a representation of a student's entire academic record while at Johnson & Wales. The University employs two types of transcripts: academic and performance. An academic transcript reflects a student's unabridged academic history at the institution; including all letter grades.

Official transcripts may be released for a fee and only upon written or secure Web request of the student; this is

done in accordance with the Family Educational Rights and Privacy Act (FERPA). In addition, an official transcript will not be released if a student is not current in all financial obligations to the University. Official transcripts are printed on official paper and then placed in sealed envelopes issued directly to the student or authorized designee. The fee for each undergraduate, graduate and doctoral official transcript is \$2.

Unofficial transcripts are free of charge. Inactive students must be current in all financial obligations before any transcript is released. Active students, however, may print copies of their unofficial transcripts off the J&W secure Web site, uconnect, located at Student Academic Services.

Transcript requests may be made in person, on the Web, in writing or by fax to Student Academic Services. Inactive students request transcripts through Inactive Records. Official transcripts may be mailed or held for pickup by the student. Processing takes two to three business days; official transcripts will not be furnished without payment (by cash, check, money order or charged to your student account). Upon a student's explicit, written request, the University will fax an unofficial transcript. Faxed transcripts are never official.

Satisfactory Academic Progress

The University expects all students, part time or full time, to meet minimum standards of academic achievement.

For students enrolled in an M.B.A. program: The following are circumstances under which an Alan Shawn Feinstein Graduate School student will be dismissed:

1. The student's cumulative grade point average (GPA) falls below a 3.00, or
2. The student receives a grade of "F" in any course, or
3. The student receives two grades below a "B-."

In addition, a student will be placed on academic probation if they have received a grade of "F" in a course or if they get two grades below a "B-".

If a student has at least a cumulative 3.00 GPA, but also has a "F" or two grades below a "B-", the student will be allowed to repeat the course in which the "F" grade was received. Or, if there are two grades below "B-", he or she will be allowed to repeat the course with the lowest grade. At this time, if the above graduation criteria are not met, the student will be academically dismissed and will not be allowed to return to graduate school. Students receiving an academic dismissal may not apply for reinstatement into any program in order to repeat any courses.

GRADING SYSTEM

Grade Range	Letter Grade	Quality Points
97–100	A+	4.00
93–96	A	4.00
90–92	A-	3.70
87–89	B+	3.30
83–86	B	3.00
80–82	B-	2.70
77–79	C+	2.30
73–76	C	2.00
70–72	C-	1.70
Below 70	F	0.00
I	Incomplete	0.00
W	Calculated as F (punitive withdrawal)	0.00
NC	No Credit (non-punitive withdrawal)	0.00
GP	Grade Pending	
AU	Audit	
S/U	Satisfactory/Unsatisfactory	
P/F	Pass/Fail	
NG	No Grade	

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

PLEASE NOTE:

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

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

GRADE DESCRIPTIONS

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

Failure (F)

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

Withdrawal (W)

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

Incomplete (I)

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

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

No Credit (NC)

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

Grade Pending (GP)

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

A GP grade is valid for a maximum period of one year, after which it automatically becomes an F. At this time the student will be academically dismissed from the University.

Audit (AU)

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

Satisfactory/Unsatisfactory (S/U)

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

Pass/Fail (P/F)

P/F is used for designated courses throughout the graduate school.

No Grade (NG)

NG is issued temporarily when there is no grade provided by the faculty member. This grade is not factored into the student's GPA.

For students enrolled in an M.A.T. program:

Students in the Center for Education are required to establish a 3.00 GPA during their first term of study and must maintain a 3.00 GPA each term. Students are allowed a maximum of one grade below a “B-”; however a grade of “F” in any course will result in immediate academic dismissal. Students may not repeat courses in the Center for Education.

Unit of Credit

One quarter credit hour equals 10 classroom hours of instruction, 20 hours of laboratory work, or 30 hours of practicum or externship experience. A 4.5 quarter credit hour course represents a minimum of three hours and 45 minutes each week for 11 weeks. Please note that three semester credits equal 4.5 quarter credit hours.

Residency Requirement

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

Graduation Requirements

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

Reinstatement Policy

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

Prerequisite and Foundation Courses

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

Foundation courses are graduate level courses that may be required of some students whose previous academic background does not reflect the course content described.

Prerequisite and foundation courses must be completed with a prerequisite and foundation course cumulative grade point average of 3.00 or better. If a student’s prerequisite and foundation course grade point average falls below the

3.00 requirement, the student will have one opportunity to repeat the prerequisite or foundation course in which the lowest grade was earned. At this time, if the above graduation criteria are not met, the student will be academically dismissed and will not be allowed to return to graduate programs at Johnson & Wales.

Students wishing to waive prerequisite and foundation courses must meet with the director of graduate admissions, prior to enrollment, and submit documentation supporting a waiver on a course-by-course basis. This documentation must include a transcript of completed course work for applicable courses and course descriptions in case of ambiguity. Certain prerequisite courses may be waived by examination, while certain foundation courses may be waived by examination or documented work experience.

Prerequisite and foundation courses may not be waived after the first term of enrollment in graduate school. All prerequisite and foundation courses must be completed prior to registering for core and concentration courses.

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

Full-time Status

When enrolled in graduate level courses, students are considered full-time if enrolled in 9 quarter credit hours per term. To be eligible for federal aid, a domestic student must be enrolled in 4.5 quarter credit hours per term. Students enrolled in any undergraduate prerequisite courses (accounting and hospitality students) must maintain a minimum of 12 quarter credit hours to be considered full-time.

Students enrolled in a graduate level 2.25 quarter credit hour course will be dropped automatically if they are not in attendance for the first class meeting of that course.

A student may not schedule for more than three courses or 13.5 quarter credit hours in any given term.

Graduate Curriculum Committee

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

Student Services

Career Development

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

Programs include a graduate career co-op and an annual Career Conference, which is an event open to the entire student body. Each year approximately 150 national and international firms participate in Career Conference.

English Language Institute

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

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

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

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

Health Services

J&W maintains two Health Services offices where health care is provided to students—one for the Downcity Campus at Xavier Hall and one for the Harborside Campus at the University Recreation and Athletic Center.

J&W's nurses provide limited health care services and maintain student medical records. In addition, they may refer students to the University's physician who is on campus four mornings a week.

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

J&W's health services are available to commuting students as well as to residents.

Medical Records: Prior to enrollment, the University and the Rhode Island Department of Health require that all new, full-time students—residents and commuters alike—submit proof of a physical exam within the last year, including documented proof of two doses of the MMR vaccine, a tetanus booster within the past 10 years, and a negative TB test or chest x-ray within the last six months.

For more information about Health Services, consult the Student Handbook.

International Center

The International Center is located on the third floor of the Kinsley Building on the Downcity campus. In addition, an International Student Advisor from the Center is

located at the Student Academic Services Office in the Paramount Building at the Harborside Campus. The International Center has two departments: International Student Services and Study Abroad Programs.

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

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

Other University Services

Center for Academic Support

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

Learning Center for Writing and Academic Support

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

Multicultural Center

The Multicultural Center is part of the newly established Office of Campus Diversity under the administration of the John Hazen White School of Arts & Sciences. The Center was founded in 1992 to encourage efforts to respect, support and educate people of diverse backgrounds. The Multicultural Center exists as an integral part of campus life. Consistent with the mission of the University, its primary focus is to empower all members of the University's diverse student body to live and work in an interdependent world. A major objective is to foster a move toward building collective goals for the student body, based on an awareness of cultural differences and a sensitivity to equity. Program activities include serving as a resource for the entire campus community by sponsoring educational programs, cultural events and social activities. This includes developing ongoing relationships with students and student organizations, and promoting programs and services which impact all students and the Johnson & Wales community at large.

The Multicultural Center is located in the Xavier Complex at 60 Broad Street (corner of Broad and Claverick). For more information, contact the Multicultural Center (598-4776).

Office of Campus Diversity

The Office of Campus Diversity was established as of academic year 1999–2000 under the direction of the John Hazen White School of Arts & Sciences. The administrative offices are currently housed in the Multicultural Center. This office was established to actualize and infuse the diversity initiative throughout the life of the University by engaging students, staff, faculty and administration to collaborate in this ongoing process. Through the University's Blueprint for Diversity, the Office of Campus Diversity acts as a catalyst and coordinator for the development and implementation of strategies that promote an integrated, inclusive and interactive community of learning. While serving as a resource that fosters positive and proactive change, this office works to enhance diversity and community in the University. The initial priorities of the office include the hiring and retention of diverse faculty, minority student retention, diversity training for faculty and staff, the infusion of diversity into the curriculum, and creating a campus climate that welcomes diversity.

Orientation

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

Professional Communication Center

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

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

The services of the PCC are available to all graduate students.

Safety & Security

The University's Safety & Security Office is responsible for the enforcement of school policies, security on campus, and providing services for the University's students, faculty and staff. Students are encouraged to take advantage of the services and programs offered by the Safety & Security Office, including

- CPR and first aid
- Auxiliary Student Officer program
- Engraving services
- Crime prevention classes
- Safety and security presentations

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

In compliance with the Student Right-To-Know and Campus Security Act, Johnson & Wales University publishes an Annual Security Report which discloses information about campus security policies and procedures, and statistics concerning whether certain crimes took place on or adjacent to and accessible from campus. A copy of the report may be obtained from the Admissions Office and/or Safety & Security Office.

Special Needs/Disabled Students

Johnson & Wales University is dedicated to providing reasonable accommodations to allow learning disabled and other challenged students to succeed in academic pursuits. While maintaining the highest academic integrity, the University strives to balance scholarship with support services which will assist special needs students in functioning in the University's academic environment. Consult the Student Handbook or contact the Office of Student Success at 598-4660 for more information.

Student Activities

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

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

Women's	Men's	Co-ed
Soccer	Soccer	Golf
Volleyball	Volleyball	Sailing
Basketball	Ice Hockey	
Softball	Basketball	
Tennis	Baseball	
Cross Country	Tennis	
	Cross Country	
	Wrestling	

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

Notice of Nondiscrimination

Johnson & Wales University does not discriminate unlawfully on the basis of race, religion, color, national origin, age, sex, sexual orientation, or disability, in admission to, access to, treatment of or employment in its programs and activities. The following person has been designated to handle inquiries regarding nondiscrimination policies: Compliance Officer, One Cookson Place, Sixth Floor, Providence, RI 02903, (401) 598-1423. Inquiries concerning the application of nondiscrimination policies may also be referred to the Regional Director, Office for Civil Rights, U.S. Department of Education, J.W. McCormack P.O.C.H., Room 701, 01-0061, Boston, MA 02109-4557.

(The term "sexual orientation" shall mean and be limited to having an orientation for or being identified as having an orientation for heterosexuality, bisexuality, or homosexuality. This Notice of Nondiscrimination shall not be interpreted to prohibit Johnson & Wales University from maintaining separate facilities, sports teams, housing, university-based social fraternities and sororities, and other programs and facilities, for males and females, in accordance with the provisions of Section 16-38-1.1 of the General Laws of Rhode Island, as the same may be amended from time to time. With respect to insurance benefits, housing, and other benefits that are based on documentable, legal, marital relationships, unmarried persons, whether heterosexual, bisexual, or homosexual, who are not legally married, shall not be eligible for such benefits.)

Course Descriptions

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

Alan Shawn Feinstein Graduate School Courses

ACCT5000 CORPORATE FINANCIAL ACCOUNTING

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

Quarter Credit Hours 4.5

ACCT6001 ACCOUNTING THEORY

This course will involve an overview of the theory of accounting with emphasis on recent pronouncements issued by the Financial Accounting Standards Board. Prerequisites: ACCT3050 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

ACCT6002 PROFESSIONAL ETHICS

This course focuses on professional ethics, responsibilities, social obligations and anomalies facing the certified public accountant and management in the private sector. Case studies, AICPA Professional Standards, and the International Federation of Accountants Guidelines on Ethics are used to examine current issues. Prerequisites: ACCT3040 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

ACCT6003 ADVANCED AUDITING

An in-depth study of the statements of auditing standards, audit reports, statistical sampling and computer assisted audit techniques. Students will perform a simulated audit of a company using a computerized audit case study. Prerequisites: ACCT3040, completion of required prerequisite and foundation courses, and knowledge of Lotus 1-2-3 or equivalent spreadsheet software.

Quarter Credit Hours 4.5

ACCT6004 ACCOUNTING INFORMATION SYSTEMS

The role of computers in public accounting, auditing, management accounting and consulting is examined in this course. In addition to reviewing hardware and software concepts, systems analysis and design, programming languages and EDP auditing will be studied. The computer will be used to evaluate accounting applications. Prerequisites: ACCT3040, ACCT3050, completion of required prerequisite and foundation courses, and knowledge of Lotus 1-2-3 or equivalent spreadsheet software.

Quarter Credit Hours 4.5

ACCT6020 CASES IN INDIVIDUAL TAXATION

This course will examine the law of individual taxation from the standpoint of the Internal Revenue Code, pertinent regulations, and case law to ultimately foster an understanding of the U.S. tax system and the sources behind the law. Prerequisites: ACCT2011 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

ACCT6021 CASES IN CORPORATE TAXATION

This course will examine the law of corporate taxation from the standpoint of the Internal Revenue Code, pertinent regulations, and case law to ultimately foster an understanding of the U.S. tax system and the sources behind the law. Prerequisite: ACCT6020 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

ECON5000 ECONOMICS IN THE GLOBAL ECONOMY

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

Quarter Credit Hours 4.5

ENG5001 PROFESSIONAL COMMUNICATIONS

This course will be devoted to the intensive study of writing and presentation skills. Students will focus solely upon business and management topics and use language appropriate to the study of business. Students will concentrate upon the development of written business documents and presentations. ESL students must take ENG5100 prior to taking this course. Prerequisite: Completion of required foundation courses.

Quarter Credit Hours 4.5

ENG5100 EFFECTIVE COMMUNICATION

This foundation course provides students with an introduction to the communication skills required for graduate study. Students explore and practice written and verbal communication genres including business memos, business letters, research article summaries and critiques, and informative presentations. The course instructor will assess students' writing skills and verbal skills, and provide individual coaching in grammar and style-related areas. The course also introduces students to the basics of APA style and format, and collaboration skills required in all graduate coursework.

Quarter Credit Hours 4.5

EVNT5001 EVENT LEADERSHIP

This advanced course enables students to gain competence in the specific techniques used by professional event leaders to lead events through the phases of research, design, planning, coordination and evaluation. Students assess the marketing opportunities; legal, ethical and risk management issues, and technological advances within the profession. Prerequisites: SEE2020 for those students with less than two years of professional experience, and completion of required foundation courses.

Quarter Credit Hours 4.5

EVNT5005 EVENT OPERATIONS

This advanced course enables students to gain competence in the specific operational methods used by professional event leaders to orchestrate events that meet with consistently successful outcomes. Students will assess problem-solving techniques required for on-site coordination of a wide range of professional events. Prerequisites: EVNT5001 and completion of required foundation courses.

Quarter Credit Hours 4.5

EVNT5010 EVENT RISK MANAGEMENT

This advanced course enables students to gain competence in the specific risk assessment, planning and evaluative techniques used by professional event leaders to mitigate risk proactively. Students gain knowledge in assessment, avoidance, planning and control of risks associated with events, and explore methods for eliminating, reducing and transferring these risks to improve the successful outcome of their events.

Prerequisites: EVNT5001 and completion of required foundation courses.

Quarter Credit Hours 4.5

FISV5001 FINANCIAL MANAGEMENT

This course will provide the student with sufficient analytical skills to interpret and act upon financial data and information that lead to sound financial decisions for business organizations. Topics include the time value of money, capital budgeting methods, financial statement analysis, breakeven analysis, short and long term financing methods, and topics in international financial management. Contemporary financial management techniques will be discussed throughout the course. Prerequisites: ACCT5000 (or ACCT1001 and 1002), and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

FISV5002 INTERNATIONAL BANKING

This course covers the theory and practice of international trade, finance and banking. This course will examine country lending and international risk assessment. Topics examined include balance of payments and the foreign exchange market, trade financing and documentation, international banking relationships and government agencies. Prerequisite: Completion of required foundation courses.

Quarter Credit Hours 4.5

FISV6020 TAX PLANNING FOR THE FINANCIAL MANAGER

This course will offer the student a practical approach to understanding the complexity of the U.S. tax system. Discussion will center on the tax laws as a means of fiscal policy. The student will explore how to plan to utilize the tax system for financing company needs. The course is designed to teach students how to research and understand the initiation of tax law, how this is brought through the Treasury Department, and how judicial interpretation affects the understanding of tax issues. Emphasis will be placed on effective planning in the overall financial scheme. Prerequisites: FISV5001 and completion of required foundation courses. Quarter Credit Hours 4.5

FISV6030 FINANCIAL REPORTING AND CONTROL

This course will offer students a practical approach to understanding financial reporting. Students will learn the requirements of generally-accepted accounting principals in financial statement preparations by researching and analyzing publicly traded companies. Emphasis will be placed on how the financial statements translate into stock prices and how they can be used as a barometer of a company's financial position. Students will explore how companies in trouble can benefit from implanted controls, via the financial reporting process, to ensure earlier and better insight in making difficult decisions. Prerequisites: FISV5001 and completion of required foundation courses. Quarter Credit Hours 4.5

FISV6040 SPECIAL TOPICS

This course will offer the student a practical approach to understanding various topics facing financial managers today. As the role of the finance person evolves to become an intricate part of the management team, the student will need to explore the interrelated issues of finances to the overall company operations. The topics will be presented on a high level to allow the student a general understanding. The use of financial periodicals and case studies will serve as the text for this course. Prerequisites: FISV5001 and completion of required foundation courses. Quarter Credit Hours 4.5

FISV6050 STRATEGIC FINANCIAL PLANNING

This course will offer students a practical approach to understanding the budgeting process. Students will be exposed to the complete cycle of budgeting, from understanding the strategic plan that initiates the budget process to auditing the results. Students will see the interrelating components of the operational budget to the capital budget and how these build to the cash flow budget. Students will be able to translate the cash flow necessary to support the strategic plan to financing requirements that need to be met by banking or other sources. Students will apply research techniques in coordinating a comprehensive strategic plan with a particular industry. Prerequisites: FISV5001 and completion of required foundation courses. Quarter Credit Hours 4.5

FISV6060 MANAGING CAPITAL MARKETS

This course will offer students a practical approach to understanding the best way to finance a firm for the needs outlined by management. Students will learn how to manage a banking relationship and research various methods to finance a company's strategic plan. Discussions center on companies that expand and those that downsize their businesses. Prerequisite: Completion of required foundation courses. Quarter Credit Hours 4.5

FISV6070 HOSPITALITY AND TOURISM FINANCIAL, REVENUE AND CAPACITY MANAGEMENT

This course will will examine the financial processes that middle and senior managers use in the day-to-day operation of businesses within the hospitality industry. It will aid specifically in the development of skill sets aimed at broadening a manager's ability to report cash flows effectively, analyze sales and sales mixes, establish pricing based upon using yield management, generate revenues, compare costs of product and productivity, make capital decisions based upon valid economic analysis, and use historical company and industry data to identify trends and forecast business activities. Prerequisites: ACCT5000 or equivalent, HOSP6010 and completion of required foundation courses. Quarter Credit Hours 4.5

GRAD6030 DIRECTED RESEARCH

This is an independent study course that will give students an opportunity to explore a topic that is not presently offered in the schedule and/or curriculum but is of special interest to both the student and to the professor who has agreed to direct and supervise the student's project. With the approval of the dean, the faculty member and student will create

a contract that will specify the particular content of the student's project, along with the learning objectives and the methods that will be used for evaluating the student's work. The faculty member will then serve as the student's coach for this project and will ultimately evaluate the quality of the student's work. Particular emphasis will be given to empowering the student to do effective independent study and research. Prerequisite: Completion of required foundation courses. Quarter Credit Hours 4.5

GRAD6083 FIELD EXPERIENCE

This professional development course enables students to travel to one or more countries outside of the U.S., with the goal of studying contemporary entrepreneurial business issues on-site in an international setting. Prerequisite: Completion of required foundation courses. Quarter Credit Hours 4.5

GRAD6093 GRADUATE CAREER CO-OP

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

GRAD6999 CAREER ADVANCEMENT

In conjunction with HOSP6095 and MGMT6001, students complete a required module that helps them define the specific career opportunities that they are in a position to pursue. Students learn to create and use effectively a career portfolio that will give them a competitive advantage for achieving their career goals upon completion of their M.B.A. program. Students also learn in this module how to best use the career-building resources available through the graduate school and the Career Development Office. Quarter Credit Hours 0.0

HOSP5000 HOSPITALITY AND TOURISM INFORMATION TECHNOLOGY

This course provides managers with an understanding of the uses of computer systems, software applications and other technology as they apply to the hospitality and tourism industries. Students learn to recognize quality data and manage with information through report generation, while modeling techniques used by managers to enhance tactical and strategic business problem solving. The course emphasizes decision-making that integrates technology with operations, strategic planning and financial management concepts. Quarter Credit Hours 4.5

HOSP6005 HOSPITALITY AND TOURISM GLOBAL STRATEGIC MANAGEMENT

Using a case study and seminar approach, this course provides participants with a firm understanding and appreciation of various managerial strategies available in the hospitality industry. Emphasis will be placed on those marketing and financial concepts specific to the creation of long term business strategies. Students will be encouraged to identify and apply strategies appropriate to market leaders, growth companies, firms entering the business and those wishing to grow through mergers and acquisitions. Students will develop the skills necessary to guide decision-making regarding acquisition and development of hospitality properties and in analyzing the role of franchising in the strategic planning of a business. Prerequisites: ACCT5000 or equivalent, ECON5000, FISV6070, MGMT5001, MKT5001 and completion of required prerequisite and foundation courses. Quarter Credit Hours 4.5

HOSP6010 HOSPITALITY AND TOURISM GLOBAL BUSINESS

This advanced survey course focuses students on the scope and depth of management responsibility as senior property managers and corporate officers of various hospitality and tourism organizations. It provides students with the knowledge, skills, and attitudes necessary to undertake leadership responsibilities in the increasingly interdependent and complex hospitality industry. Group and individual research will examine trends as well as industry-wide problems and concerns of current interest. Prerequisite: Completion of required prerequisite and foundation courses. Quarter Credit Hours 4.5

HOSP6095 HOSPITALITY AND TOURISM SEMINAR

This capstone course is designed to provide students with an opportunity to focus the expertise developed in the concentration courses to a real world hospitality/tourism application. Conceptually different from other courses, it is based in androgogic theory. It requires students to integrate her or his own learning and contribute to the knowledge of her or his colleagues. Students, functioning in teams, address a specific hospitality/tourism focused problem or client based project of special interest to them. This course creates a problem focused business environment, encourages students to further refine their critical thinking, communication and decision-making abilities, and hone their participatory management skills. Students complete a major comprehensive project that will be graded collaboratively. Prerequisites: Completion of nine graduate courses, including all core course requirements, and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

IBUS5020 CROSS CULTURAL LEADERSHIP

This course introduces students to the concept of culture and its impact on international trade and business. The impact of culture on concepts of leadership, values, expectations and patterns of communication will be examined, both to demonstrate the importance of cultural sensitivity in global management and to assist students in developing their own strategies for effectively communicating and negotiating with individuals from other cultures. The course also examines a variety of ethical and evolving multiethnic workplace issues, including appropriate leadership styles for multicultural organizations. Students learn effective ways to research specific cultures and communications styles in order to prepare themselves for cross-cultural encounters. Through the use of case studies and role-playing simulations, students have an opportunity to apply their understanding of cultural and ethical issues to realistic business situations. Prerequisite: Completion of required foundation courses.

Quarter Credit Hours 4.5

IBUS6010 RUSSIA AND EASTERN EUROPE

This course provides students with a basic knowledge of the economic, political, cultural and geographic structures of Russia and Central and East European countries. It uncovers the current and future problems within these countries and demonstrates how events there might affect business in students' own countries and regions. Coursework includes student participation in lectures and discussions, interaction with guest speakers, and research to appropriately respond to the realities of a global age. Prerequisite: Completion of required foundation courses and Global Business core courses.

Quarter Credit Hours 4.5

IBUS6020 INTERNATIONAL BUSINESS NEGOTIATIONS

This course is designed to provide students with the theory and practice of international business negotiation that would allow them to conduct talks successfully in a variety of international settings. It will expose the students as managers to a broad spectrum of business negotiation issues across the board and assist them to feel comfortable in an interactive international trade environment. A basic assumption of the course is that the contemporary manager handling business internationally is required to have both analytic and interpersonal skills to conduct full-fledged negotiation effectively and successfully. This course is designed to give students the opportunity to develop these types of negotiation skills through a learning experience. Every class will deal with an aspect of negotiation in depth, explain various key notions, discuss home-assigned readings, and investigate important issues that have been brought up with regard to the way prospective managers handle negotiation. Prerequisites: MGMT5001 and completion of required foundation courses.

Quarter Credit Hours 4.5

IBUS6040 SPECIAL TOPICS

This course focuses on an intensive study of one or more topics in the area of international trade that are not presently offered in the curriculum. The selection of topics will typically be inspired by a current development or emerging trend that affects trade either globally or in an important region. Special interests that students might have will also determine the selection of topics. Emphasis will be given to exploring techniques that practitioners can use to effectively deal with the problems and opportunities raised in the topics under consideration. Prerequisite: Completion of required foundation courses.

Quarter Credit Hours 4.5

IBUS6050 IMPORTING AND EXPORTING

This course offers students practical applications of international trade (imports and exports). Students gain valuable experience in the various sectors of the international trade and finance arena by participating in various skill-developing exercises and actual business applications.

Guest speakers and the use of the International Trade Data Network will enhance the curriculum of this course. Prerequisites: FISV5002 and completion of required foundation courses.

Quarter Credit Hours 4.5

IBUS6080 ASIA AND THE PACIFIC RIM

This course on contemporary issues in International Business is designed to introduce students of international business to the opportunities and challenges of doing business in East Asia, with a particular focus on China. Students will examine the key role of China in the historical, cultural and political evolution of modern East Asia in order to gain insight into contemporary economic and commercial issues. Discussions and presentations include topics on East Asian history, geography, societal structures, business ethics and values, and modern political and economic structures. The major research project for this course will be a group assessment of the business climate and risks associated with a direct foreign investment by a U.S.-based multinational corporation in selected East Asian countries. Prerequisite: Completion of required foundation courses.

Quarter Credit Hours 4.5

ITEC5101 INFORMATION TECHNOLOGY FOR LEADERS

This course is designed to provide an overview of communications and knowledge management system capabilities from a leader's perspective. The focus will be on what the leader of an organizational unit needs to know about the design, planning and use of information technology to assist management decision-making processes. The uses and abuses of knowledge management systems will be explored in depth. Students will learn how to make the best use of information technologists.

Quarter Credit Hours 4.5

LAW5020 LAW FOR ACCOUNTANTS

A study of security regulations, bankruptcy, wills and estates, antitrust, employment law and products liability. Special emphasis is placed on the legal liability of the accountant and professional responsibility. Prerequisites: LAW3010 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

MATH5000 QUANTITATIVE ANALYSIS FOR PROBLEM SOLVING AND DECISION MAKING

This course uses a problem-based, case study, and personal computer approach to solving business and organizational problems. Special emphasis is given to making well-informed decisions with numerical data. The aim of the course is to show the student by example that numerical and statistical analysis clarifies and sheds light on complex situations. During analyses, students will draw meaningful and useful conclusions and learn much about a problem. Drawing existing models, theories and examples presented in class, students will use the power of the personal computer for calculations. Upon course completion, students will be trained to develop a system of general principles in performing data analysis that is widely applicable to the business sector.

Quarter Credit Hours 4.5

MGMT5000 MANAGEMENT AND THE GLOBAL ECONOMY

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

Quarter Credit Hours 4.5

MGMT5001 ORGANIZATIONAL BEHAVIOR FOR EFFECTIVE LEADERSHIP

This course will review how managers can become effective leaders by drawing on a knowledge of the contemporary concepts, theories and skills used in the field of organizational behavior. In addition to developing diagnostic and problem solving skills, a major focus of this course will be helping students develop a professional competency in the interpersonal skills that numerous studies have shown to be critical for being a successful leader in an organization. Particular emphasis will be placed on the ethical, international and multicultural dimensions of organizational behavior. Students will engage in experiential exercises and conduct research on

selected topics in the fields of leadership and organizational behavior.
Prerequisites: MGMT5000, MRKT5000 and completion of required prerequisite and foundation courses.
Quarter Credit Hours 4.5

MGMT5002 CONTEMPORARY HUMAN RESOURCE ISSUES & STRATEGIC MANAGEMENT

This course will review how general managers in both domestic and international organizations can address traditional human resource concerns—employee recruitment, selection, training, motivation, compensation and performance appraisal—within the context of strategic planning.
Prerequisites: MGMT5000 and completion of required foundation courses.
Quarter Credit Hours 4.5

MGMT5019 CAREER ASSESSMENT AND PLANNING

This course provides students with key tools that will enable them to plan and advance their careers. Students perform self-assessments, conduct informational interviews and plan their own career portfolios.
Prerequisites: MGMT5000 and completion of required prerequisite and foundation courses.
Quarter Credit Hours 2.25

MGMT5040 SPECIAL TOPICS

This course will examine in detail current problems facing management in a global economy. Prerequisites: MGMT5000 and completion of required foundation courses.
Quarter Credit Hours 4.5

MGMT5060 THE LEADER AS COACH

This is an advanced management course that will enable students to gain competence in the specific techniques that effective leaders use to empower their workforce through coaching. Students will learn the fundamental theories of coaching through selected readings and class presentations, and use this knowledge to engage in experiential exercises. During these exercises, students will receive feedback on their technique. Once competence is gained in fundamental skills, students will be encouraged to develop their own personal method of coaching and to adapt their style of coaching to different situations. Particular emphasis will be given to dealing with cultural issues encountered when coaching a global workforce. Students will conduct research through self-assessments and group projects on selected topics in coaching. Prerequisites: MGMT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MGMT6001 BUSINESS POLICY AND STRATEGY

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

MGMT6010 PROJECT LEADERSHIP

This is an advanced management course that will enable students to gain competence in the specific techniques used by effective managers to lead projects of limited duration. Project leadership is presented as a particularly effective technique for managing people in the service industries, technical specialists and professionals of all kinds. In addition to reviewing the traditional theories of project leadership, the professor will introduce team-based process analysis, several practical analysis tools, and research methods that can be used for everyday task and project leadership. Particular emphasis will be given to leading global, multicultural project teams that employ virtual as well as face-to-face meetings. Prerequisites: ITEC5101, MGMT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MGMT6020 LEADING ORGANIZATIONAL CHANGE

This is an advanced course that focuses on the human side of leading organizations through periods of change. Major change models developed by behavioral sciences will be explored in depth so that students can appropriately diagnose the change strategies needed in particular situations. Research methods used by practitioners for diagnosing organizational issues associated with change will be studied and applied. Particular emphasis will be given to dealing with cultural issues embedded in the global context of many change efforts. Presentations by distinguished practitioners, case analyses and experiential exercises will strengthen students' skills and improve their understanding of the key concepts.
Prerequisites: MGMT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT5000 MARKETING CONCEPTS

This introductory course is designed to prepare graduate school candidates with the level of knowledge necessary to succeed in requisite courses. It presents the major principles and practices of marketing. Emphasis is placed on marketing strategies, the target consumer, market analysis, positioning and differentiating products, and promotional strategies.
Quarter Credit Hours 2.25

MRKT5001 STRATEGIC MARKETING

This course provides participants with a firm understanding and appreciation of the various aspects of marketing. Emphasis will be placed on marketing concepts from a strategic point of view. Areas analyzed will include the consumer market, pricing, promotion, distribution, and other forces which influence marketing. Prerequisites: Core courses, ECON5000, MRKT5000 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT6010 ADVERTISING AND PROMOTIONAL STRATEGIES

This course is focused on researching the marketplace, forecasting, planning, problem solving, and decision making as they apply to promotional activities. Students will investigate the various areas of promotion in addition to learning the skills necessary to work with an outside agency or an internal department. Analysis of the major components: personal selling, advertising, sales promotion and public relations. Topics discussed include advertising objectives, budget, media strategies, client-agency relationships, and measuring advertising effectiveness. Prerequisites: MRKT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT6020 SERVICES MARKETING STRATEGIES

The course reviews marketing functions and activities with a focus on the unique techniques and needs of the service industry. Topics covered include the services marketing mix, empowerment of employees in the customer service area, relationship management in professional and business management, and marketing of nonprofit organizations. Problems and opportunities facing industries such as hospitality and tourism, banking and finance, entertainment, and education will be discussed in detail. Prerequisites: MRKT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT6030 ADVANCED MARKETING RESEARCH

This course is designed as an advanced study covering the total process of generating, transforming and appraising data into relevant information for the marketing decision-maker. Emphasis is placed on the utilization and analysis of research data. Additional areas discussed are research methodology, design techniques, survey development, sampling theories and techniques of statistical data analysis. Prerequisites: MATH500, MRKT5001 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT6040 e-COMMERCE STRATEGIES

This course will provide students with a broad overview of the technology available for businesses. Systems and application of various types of electronic commerce entities will be discussed with a practical approach to their usage. The paradigm shift of technology in business, including the intranet, extranet and Internet, will be discussed. Additional topics covered include legal issues, personnel and staffing, video-conferencing and databases. Students are expected to have a working knowledge of computers. Prerequisites: MRKT5000 and completion of required foundation courses.
Quarter Credit Hours 4.5

MRKT6050 SPECIAL TOPICS

This course is an intensive study of one or more contemporary issues within the marketing industry. Emphasis is placed on literature review, case analysis and industry insight. Current events and industry demand will dictate the specific topics discussed. Situation analysis and strategies of the current marketplace will be discussed. Student special interests may also create demand for a course offering. Prerequisites: MRKT5000 and completion of required foundation courses. Quarter Credit Hours 4.5

RSCH5010 ADVANCED RESEARCH AND ANALYSIS

This course provides graduate students with the quantitative skills to assess and analyze information in support of managerial decision-making. Students develop an understanding of the relevant (and appropriate) quantitative tools through the readings and lectures. They also develop the practical skills of analysis through the use of an advanced statistical software package. The language, logic, major concepts, strengths and limitations of the various statistical approaches are noted. Practical implications of doing research in business and industry are emphasized. Prerequisites: MRKT5000, RSCH5100 and completion of required prerequisite and foundation courses. Quarter Credit Hours 2.25

RSCH5100 RESEARCH AND ANALYSIS

This course enables graduate students to design and implement research in business and related disciplines. Students develop conceptualizations of research problems based on a critical review of research literature. Current examples are used to illustrate applications of quantitative, qualitative and theoretical approaches to inquiry and research. The language, logic, major concepts, strengths, weaknesses and limitations of these approaches are noted. Practical implications of researching in business and industry are emphasized. Quarter Credit Hours 4.5

TOUR5020 TOURISM INPUT ANALYSIS AND FORECASTING

This methods course focuses on the analytic tools and practices used in assessing the impacts of tourism on destinations at state and local levels, including economic, environmental and social/cultural impacts. It presents both quantitative and qualitative strategies for measuring impacts and identifying to whom those impacts accrue. It develops frameworks for benefit/cost analysis, multipliers and extrapolation methods for estimation, projection and forecasting. Frameworks for meeting the requirements of the NEPA (The National Environmental Policy Act of 1969) and comparable policy worldwide are also developed. Topics include methods for defining and describing tourism activity, decision-making models, and forecasting models for defined tourism regions. Prerequisites: HOSP6010 and completion of required prerequisite and foundation courses. Quarter Credit Hours 4.5

TOUR5030 TOURISM ECONOMICS

This courses focuses on tourism as a component of economic development. It examines the tourism industry in relation to local and regional economies. It examines traditional economic goals and their relationship to community economic analysis. It considers, in depth, the economics of tourism supply, community resources, consumer demand and other models to measure the value of tourism to destination areas. Specific models include the household production model, the hedonic price technique and contingent valuation method. It uses cases—real places and real data—to analyze tourism enterprise in specific regions and unique environments, and to identify solutions to specific development problems. Prerequisites: HOSP6010 and completion of required prerequisite and foundation courses. Quarter Credit Hours 4.5

TOUR5040 TOURISM PLANNING AND DEVELOPMENT

This course is designed to provide tourism professionals with the knowledge, skills and abilities to integrate the roles of multiple stakeholders in the planning and development of tourism at all levels. It combines the best of theory and contemporary practice to show how to help craft plans that meet community needs. It examines the roles of stakeholders from both the private and public sectors, explores strategies for win-win solutions to negotiable concerns, and uses successful planning examples to see how dynamic processes work. Prerequisites: HOSP6010 and completion of required prerequisite and foundation courses. Quarter Credit Hours 4.5

TOUR6040 SPECIAL TOPICS

This advanced, intensive course examines in detail current problems, opportunities, trends and challenges facing tourism planners. Prerequisite: EVNT5001. Quarter Credit Hours 4.5

Center for Education Courses

EDUC5001 MAJOR PHILOSOPHIES OF EDUCATION

The major systems of philosophy within the framework of the history of educational thought are analyzed. A comparative study of their implications in topics such as the role of the school in society, the workplace, priorities in discipline, academic freedom, and methods of inquiry is also conducted. This course is designed to help students formulate their own philosophies of education. In addition, individualized education program plans will be developed by each participant. Quarter Credit Hours 4.5

EDUC5002 CONTEMPORARY TRENDS AND ISSUES IN PLANNING EDUCATION

Students will examine several of the most pressing and controversial issues facing public schools today. In so doing, students will develop a basic understanding of these critical issues and repeatedly consider what information educators must gather before they begin to redesign schools. This course presumes that all planning and all efforts to design schools must be site-specific. Teachers and administrators must know not only what the literature says about an issue but also what the local situation is—what local data and what local teachers, parents, administrators and especially students believe to be true. As each issue is considered, students will develop a working knowledge of the research and, more importantly, a clear sense of the information they must gather before they begin to plan and develop for their schools. Quarter Credit Hours 4.5

EDUC5003 TEACHING AND LEARNING

This course provides candidates with accurate, clear and precise descriptions of research and theory combined with suggestions that make the theories applicable in classroom practice. Candidates are presented with authentic classroom activities designed to provide a realistic look at classrooms today and what they might look like tomorrow. This opportunity capitalizes on the use of case studies to make theory concrete and applicable. Quarter Credit Hours 4.5

EDUC5004 ASSESSING LEARNING

This course provides candidates with a guided opportunity to design meaningful student performance assessments. As a hands-on active learning class, candidates develop performance assessments to evaluate student performance based on industry standards. The course takes candidates through the process of developing assessments on a standards-based conceptual framework, and understanding how assessment is intricately woven into the teaching and learning process. Participants will work in teams. Quarter Credit Hours 4.5

EDUC5005 STANDARDS-BASED CURRICULUM DEVELOPMENT AND ASSESSMENT

This course focuses on standards-based curriculum, instruction and assessment in the secondary education setting. Emphasis is placed on the process of improving curriculum, teaching, learning and assessment through a standards-based model. Among the topics addressed in the course are: curriculum change, standards and benchmarks, performance tasks, performance assessment, learning theories, problem-based learning, and standards-based school reform. Attention is given to designing and implementing standards-based business and culinary education programs. Candidates employ problem-based learning strategies to address typical problems facing secondary educators in designing and implementing standards-based curriculum, instruction and assessment. Quarter Credit Hours 4.5

EDUC5006 FOUNDATIONS OF CAREER AND TECHNICAL EDUCATION

This course offers students and teachers the opportunity to study not only the current trends in both vocational education and in industry, but

also the issues affecting those trends. Course research attempts to identify the skills critical for the 21st century workforce. Topics of discussion include, but are not limited to, international opportunities/implications for graduates; teaching thinking in vocational education (identifying critical thinking skills, teaching thinking skills for transfer across subject areas, redesigning existing curricula and lessons to focus more on thinking skills, designing staff development training to teach thinking skills and developing indicators and performance-based criteria which assesses student progress with thinking skills; developing learning communities); group/team planning and problem solving, shared leadership, and job-embedded professional growth opportunities; peer coaching; teaching decision-making skills; managing change/strategic planning; and vocational educators as educational leaders.

Quarter Credit Hours 4.5

EDUC5007 GENERAL SECONDARY METHODS OF INSTRUCTION

This course provides a general overview and knowledge of the methods and materials that educators can use to create interdisciplinary learning experiences at the secondary level. These methods include learning groups, role-playing, discussion and demonstration procedures, and multimedia techniques. These methods aid in creating instructional opportunities for the variety of learners within a class and challenges students to develop higher-level cognitive skills. Emphasis is also placed on the use of assessment strategies to support the continuous development of the learner and the educator.

Quarter Credit Hours 4.5

EDUC5008 LESSON STUDY FOR STUDENT LEARNING IMPROVEMENT

This course examines the lesson study process as a means to improve student learning. Lesson study is a form of professional development that places teachers in the role of researchers to identify an educational issue or challenge, explore possible solutions, and collaboratively develop and teach a lesson to test their conjectures. Groups of four-to-six teachers form a lesson study group around a common grade or content. The course guides the groups through a lesson study cycle. Particular emphasis is given to the following: collaboration, the development of a lesson study research lesson plan, the use of data and research, and the supports and challenges for the lesson study process. Prerequisite: Student must be a teacher practitioner.

Quarter Credit Hours 4.5

EDUC5010 SAFE SCHOOLS (PREVENTING SCHOOL VIOLENCE)

This course is designed to enhance administrators and teachers' understanding of the multiple etiologies of antisocial behavior in schools and communities. Emphasis is placed on early identification of antisocial behavior, intervention strategies involving administrators, teachers and parents, and preventive strategies for antisocial behavior.

Quarter Credit Hours 4.5

EDUC5011 PRINCIPLES & MODELS OF LEARNING

This course provides candidates with an understanding of how teaching and learning are impacted by the historical, philosophical, social, political, economic and legal foundations of education. Course topics and experiences afford candidates the opportunity to examine complex educational issues and to prepare them to become informed, reflective teachers. Significant discussion revolves around the candidate's own philosophy of education and its implications for teaching and learning.

Quarter Credit Hours 4.5

EDUC5012 TEACHING LITERACY IN THE CONTENT AREA

This course offers prospective teachers the opportunity to study literacy as a language, thinking and social process. Special emphasis is placed upon the techniques of teaching content vocabulary, applicable study skills, and upon the adaptation of material to meet the differing needs of a diverse classroom population. Readability levels, reading competency levels, various methods of student assessment, and models of directed reading activities are discussed.

Quarter Credit Hours 4.5

EDUC5015 CLASSROOM MANAGEMENT FOR THE EXPERIENCED TEACHER

This course analyzes a number of methodological approaches, organizational routines and current research associated with principles of classroom control. Emphasis is placed on both student characteristics including special education, Least Restrictive Environment and the nature of

effective teaching. Intervention strategies can be implemented by teachers and administrators as well. Classroom management introduces concepts, skills and models, such as behavior modification, for developing a personalized theoretical approach to behavior and classroom management. Topics include how to present discipline problems, what to do when a problem occurs and what to do to decrease the possibilities of problems recurring. Approaches include behavior modification, assertive discipline and other management techniques.

Quarter Credit Hours 4.5

EDUC5020 ATTENTION DEFICIT DISORDERED CHILD

This course is designed to provide classroom teachers, school psychologists, school social workers and guidance counselors information on the diagnosis, comorbidity, medication and classroom strategies regarding the ADHD child. The course focuses on three broad topics of ADHD: nature and diagnosis of ADHD, assessment of ADHD and treatment of ADHD.

Quarter Credit Hours 4.5

EDUC5025 APPLIED EDUCATIONAL RESEARCH

This course focuses on an intensive study of a chosen area in the field of education. This course provides students with an opportunity to further explore special interests, current trends, or complete research proposed in EDUC5030.

Quarter Credit Hours 4.5

EDUC5030 RESEARCH AND STATISTICS IN EDUCATION

This course introduces the process, theory and practice of conducting research in the field of education. The course will provide foundation knowledge of research methods and processes as applied to educational settings. The focus is on basic research design, sampling methods, reliability and validity issues, construct measurement, and assessment of current educational research. The student is involved in both research design and data analysis issues.

Quarter Credit Hours 4.5

EDUC5200 ASSESSMENT AND INSTRUCTION OF CHILDREN WITH SEVERE/PROFOUND DISABILITIES

This course will serve to introduce students to the assessment and instructional methods used to address the needs of children with severe or profound disabilities. The philosophy of "inclusion" and "normalization" are discussed. Examples of children with very different needs, learning characteristics, learning styles and biomedical needs will be analyzed and discussed. Different assessment tools will be highlighted including "developmental", functional "ecological" analysis, and Rhode Island's Alternate Assessment. Special focus will be on those students with profound disabilities; assessing, lesson planning, using augmentative communication devices, writing an I.E.P., establishing a curriculum, and preparing the instructional environment. At least one visitation to a classroom will take place for discussion, analysis and implementation of instructional strategies.

Quarter Credit Hours 4.5

EDUC5210 COMMUNICATION: LANGUAGE DEVELOPMENT AND LEARNING

The field of special education has expanded over the last decade to become one of the most significant areas in education. Communication forms the basis for education and as such is often one of the key components in the understanding of the learning process. This course addresses issues surrounding communication as they relate to learning and development.

Quarter Credit Hours 4.5

EDUC5XXX COLLABORATION: HOME, SCHOOL AND COMMUNITY

This course prepares educators to work with families of children with disabilities. It focuses on the role of the family as addressed by the Individuals with Disabilities Education Act (IDEA'97), the primary law affecting the lives of children with disabilities and their families. Students learn how to work with their colleagues, interact with community service providers, and support families throughout the special education process. Through collaboration and problem solving within the school and community, students reach an understanding of the family's strengths and challenges in a culturally diverse society in order to provide successful services to children.

Quarter Credit Hours 4.5

EDUC6001 METHODS OF TEACHING SOCIAL BUSINESS

This methods course provides candidates with a knowledge of the principles and techniques of teaching accounting, finance, consumer economics, business math, business communication, information/word processing, marketing, management, office procedures, business law and keyboarding. Emphasis is placed on long-range and daily lesson plans, methods, tools and skills of instruction, and the organization of instructional materials and supplementary materials in order to accommodate the special needs of, and individual differences among, students in today's diversely populated secondary school classrooms.

Quarter Credit Hours 4.5

EDUC6002 METHODS OF TEACHING OFFICE EDUCATION BUSINESS

This methods course provides candidates with a knowledge of the principles and techniques of teaching accounting, finance, consumer economics, business math, information/word processing, keyboarding, shorthand, transcription, business communication, office procedures and business law. Emphasis is placed on long-range and daily lesson plans, methods, tools and skills of instruction, and the organization of instructional materials and supplementary materials in order to accommodate the special needs of, and individual differences among, students in today's diversely populated secondary school classrooms.

Quarter Credit Hours 4.5

EDUC6003 METHODS OF TEACHING MARKETING/DISTRIBUTIVE EDUCATION BUSINESS

This methods course provides candidates with a knowledge of the principles and techniques of teaching accounting, finance, consumer economics, business math, information/word processing, keyboarding, marketing, management, merchandising, business communication, office procedures and business law. Emphasis is placed on long-range and daily lesson plans, methods, tools and skills of instruction, and the organization of instructional materials and supplementary materials in order to accommodate the special needs of, and individual differences among, students in today's diversely populated secondary school classrooms.

Quarter Credit Hours 4.5

EDUC6004 METHODS OF TEACHING CULINARY ARTS

This methods course provides students with a knowledge of the principles and techniques of teaching culinary arts in a diverse, standards-based secondary environment. Emphasis is placed on long-range and daily lesson plans, instructional methods, culinary standards, and the organization of instructional materials and supplementary materials. Candidates are required to demonstrate the integration of educational theory in a culinary context.

Quarter Credit Hours 4.5

EDUC6005 INCLUSIVE TEACHING OF DIVERSE LEARNERS

This course covers the theoretical perspectives and general procedures of educating adolescents with physical, emotional and cognitive disabilities. Special attention is given to the inclusion of students with disabilities in the regular education classroom. Candidates gain experience in planning instruction and assessment for students with disabilities.

Quarter Credit Hours 4.5

EDUC6011 EFFECTIVE CLASSROOM MANAGEMENT

The primary goal of this course is to assist the prospective teacher to develop poise in handling problems which arise in the classroom. To that end, this course will examine the learning needs of the student as they are related to the instructional goals of his/her laboratory school. Means of establishing positive student-teacher relationships and a review of methods of delivery of instruction will be studied using relevant current literature, classroom exercises and case studies. During the course, participants will be expected to present for discussion and study scenarios from their own student teaching practicum or teaching experience. They will be expected to articulate what they perceive to be their own classroom management system upon completion of the course.

Quarter Credit Hours 4.5

EDUC6013 LEADERSHIP IN EDUCATION SEMINAR

This seminar examines a variety of leadership styles and educational management techniques. The focus is on the observation and depiction of leadership behavior in education. The seminar encourages among the participants the habit of monitoring their own leadership behavior and assists participants to formulate personal strategies for their develop-

ment as leaders in the profession of education. The seminar will concentrate on: obtaining guest speakers who are currently active practitioners in the profession; active participation by enrollees in a group project designed to address the observation and categorization of leadership behavior; the creation by each participant of a detailed self appraisal, including the development of personal prescriptions for the use of this self appraisal in improving his/her on-the-job performance as a (potential) leader in the profession. The intent is that the ideas, strategies, techniques, beliefs, theories and procedures, and job-related situations presented in the seminar have practical value for enrollees who are currently school administrators and potential value for those enrollees who aspire to such positions.

Quarter Credit Hours 4.5

EDUC6014 MULTICULTURAL EDUCATION

This course offers an approach to teaching and learning that is based upon democratic values and beliefs, and seeks to promote cultural pluralism within culturally diverse societies. Four dimensions are explored: the movement, the curriculum approach, the process of becoming, and the commitment. Shared problems of prejudice and stereotyping, discrimination, low-self esteem, teacher expectations, minorities and gender issues are also analyzed with multicultural education. The principles of culturally responsive teaching are reviewed and discussed.

Quarter Credit Hours 4.5

EDUC6070 STUDENT TEACHING

Eleven weeks are spent in a teaching situation at a public secondary school under the direct supervision of a cooperating teacher. Student teachers are responsible for planning lessons and shall demonstrate their ability to teach and work effectively. The production of a student teacher's portfolio, which includes a notebook/daily log of the student teaching experience, is required.

Quarter Credit Hours 9.0

ITEC5010 TECHNOLOGY SEMINAR

This course explores computer technology as a teaching-learning tool in the cognitive, affective, and psychomotor domains through the use of multimedia elements of text, graphics, sound and animation. Introduction to the Authorware Academic authoring system will provide students an opportunity to produce a practical application project using various multimedia tools. The intent of the course is to provide the student with the tools to develop an effective instructional or presentation program and is designed for the business professional as an introduction to multimedia usage for presentation or in the training classroom. It is about using technology for instruction. It is not an advanced course designed for instructional designers or computer specialists.

Quarter Credit Hours 4.5

ITEC6205 COURSEWARE DEVELOPMENT

This course examines educational and instructional technology as they affect the learning process. Students will design, develop, produce and evaluate courseware using instructional design processes and computer authoring systems. Prerequisite: ITEC5010.

Quarter Credit Hours 4.5

RSCH6999 COMPREHENSIVE EXAM

All non-certified Teacher Education students, regardless of GPA, must successfully pass a comprehensive exam. Comprehensive exams are scheduled no earlier than the last term of course work.

Quarter Credit Hours 0.0

SEC1001 KEYBOARDING

This course is designed to enable students to reach a minimum proficiency of 25 wpm utilizing proper keyboarding techniques. The major emphasis of the course is speed building and accuracy. Emphasis is also placed on learning to key by touch and developing proper technique and work habits essential for an efficient and capable keyboardist.

Semester Credit Hours 3.0

SEC1002 INTERMEDIATE KEYBOARDING

This course is designed to enable students to reach a minimum proficiency of 40 wpm utilizing proper keyboarding techniques. Keying of business communications will be emphasized. Tabulation and manuscript will be introduced. Prerequisite: SE1001 or equivalent.

Semester Credit Hours 3.0



GUIDE TO THE ALPHA-NUMERIC COURSE NUMBERING SYSTEM

Alpha

Code Discipline

*Alan Shawn Feinstein
Graduate School*

EVNT Event Leadership
GRAD Graduate Studies
TOUR Tourism Planning

Career Development

CAR Career Management

*Center for Education
(Providence Campus)*

EDUC Education

College of Business

ACCT Accounting
ADVC Advertising
Communications
BUS Business
ECON Economics
ENTR Entrepreneurship
EQN Equine
FISV Financial Services
Management
IBUS International Business
MGMT Management
MRKT Marketing
RTL Retail
SEC Secretarial

College of Culinary Arts

BPA Baking & Pastry Arts
CUL Culinary Arts
NUTR Culinary Nutrition

The Hospitality College

FSM Food Service
Management
HOSP Hospitality Management
IHTV International Hotel &
Tourism
REC Recreation/Leisure
Studies
SEE Sports/Entertainment/
Event Mangement
THRP Therapeutic Recreation
TRVL Travel/Tourism

School of Arts & Sciences

ART Art
ENG English
ESL English Language Institute
FREN French
GER German
HIST History
LAW Law
LEAD Leadership Studies
LIT Literature
MATH Mathematics
PHIL Philosophy
PSCI Political Science
PSYC Psychology
REL Religion
RSCH Research
SCI Science
SOC Sociology
SPAN Spanish
SVL Service Learning

*School of Education
(Denver Campus)*

CFS Consumer and Family
Studies

School of Technology

CAD Computerized Drafting
CGRA Computer Graphics
CSIS Computer Science
ENGN Engineering
FIT Foundations in Technology
ITEC Information Technology
TECX Technology Experiential
Education

Other

ABRD Academic International
Programs
PHYS Physical Education
PSKL Performance Skill Test

Numeric Values

0001–0999	Non-credit and/or institutional credit courses
1000–1999	Introductory courses
2000–3999	Intermediate courses
4000–4999	Advanced courses
5000–6999	Graduate courses
7000–9999	Doctoral courses

First Digit

1	Freshman level
2	Sophomore level
3	Junior level
4	Senior level
5/6	Graduate level
7/8	Doctoral level

Miscellaneous

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

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Academy of International Business
American Association for Higher Education
American Association of Collegiate Registrars
and Admissions Officers
American Association of Presidents of
Independent Colleges and Universities
American Association of University Women
American Bar Association
American Booksellers Association
American Civil Liberties Union
American College Personnel Association
American Corporate Counsel Association
American Council on Education
American Counseling Association
American Culinary Federation
American Dietetic Association
American Educational Research Association
American Hotel & Lodging Association
American Institute of Certified Public
Accountants
American Institute of Wine and Food
American Library Association
American Management Association
American Marketing Association
American Payroll Association
American Society for Training and Development
American Statistical Association
Associated Press
Association for the Advancement of
Computing in Education
Association for Career and Technical Education
Association for Institutional Research
Association for Multicultural Counseling
and Development
Association for Student Judicial Affairs
Association for Supervision & Curriculum
Development
Association of College & Research Libraries
Association of College & University Facility
Officers
Association of College & University
Telecommunications Administrators
Association of Governing Boards of
Universities and Colleges
Better Business Bureau
Boy Scouts of America
Bristol County Convention and Visitors Bureau
Business Network International
Business Professionals of America
Business Volunteers for the Arts
Career College Association
Career Counselors Consortium
Choristers Guild
Coalition of Library Advocates
The College Board
College & University Personnel Association
Confrerie de la Chaine des Rotisseurs
Consortium of Rhode Island Academic
& Research Libraries
Cooperative Education Association
Council for the Advancement and Support
of Education (CASE)
Dorcas Place
East Bay Chamber of Commerce
East Bay Tourism Council
Eastern Association of Colleges
and Employers Inc.
Educause
Employment Management Association
European Council of Hotel Restaurant
& Institutional Education

European Council of Independent Schools
 Fall River Chamber of Commerce
 Family, Career and Community Leaders
 of America
 Future Business Leaders of America
 Future Farmers of America
 Greater Attleboro Chamber of Commerce
 Greater Providence Chamber of Commerce
 Higher Education Library Information Network
 The Honorable Order of the Golden Toque
 Institute for International Human Resources
 Institute of International Education
 Institute of Management Accountants
 Interfaith Counseling Center
 Interfaith Health Care Ministries
 International Association of Assembly
 Managers
 International Association of Culinary
 Professionals
 International Association of Hotel School
 Directors
 International Career Counselors
 International Council on Hotel, Restaurant and
 Institutional Education (CHRIE)
 International Food Service Editorial Council
 International Hotel & Restaurant Association
 International Special Events Society
 James Beard Foundation
 Junior Achievement
 Kiwanis
 Landmark Restaurants Advisory Board
 Leadership Rhode Island
 Malaysian American Commission on
 Education Exchange
 Marriott Hospitality High School Education
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 Multicultural Foodservice & Hospitality
 Alliance
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 National Alliance for Business
 National Association for Counseling and
 Development
 National Association for Developmental
 Education
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 National Association of
 College & University Business Officers
 National Association of
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 National Association of College Stores
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 National Association of Female Executives
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 Advisors
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 National Association of
 Student Personnel Administrators
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 Rhode Island Technology Council
 Rhode Island Telecommunications Association
 Rhode Island Public Expenditure Council
 Rotary Club of Providence
 Save the Bay
 Skills-USA (VICA)
 Society for College and University Planning
 Society for Human Resource Management
 Society Organized Against Racism
 Studiorum Universitas Constantiniana
 (The Constantinian University)
 Traveler's Aid Society
 University Continuing Education Association
 WaterFire Providence Board of Directors
 Weybosset Street Community Centers
 World Association for Hospitality
 & Tourism Training
 Young Men's Christian Association

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 American Economic Association
 American Educational Finance Association
 American Foreign Service Association
 American Planning Association
 Association for Educational Communications
 and Technology
 Association for Institutional Research
 Association for Supervision &
 Curriculum Development
 Association of Business Committee
 Association of School Business Officials
 Center for Academic Integrity
 Center for Exhibition Industry Research
 Central and Eastern European Management
 Development Association
 Council for Opportunity for Education
 Council of Graduate Schools
 Eastern Economic Association
 Graduate School of Library
 & Information Studies
 Greater Boston Convention
 & Visitors Bureau Inc.
 International Council on Education for
 Research
 International Society for Technology in
 Education
 Massachusetts Faculty Development
 Massachusetts Restaurant Association
 Modern Language Association
 National Association for Business
 and Teacher Education
 National Association of Academic Affairs
 Administrators
 National Association of Secondary School
 Principals
 National Council of Teachers
 National Council of Teachers of English
 National Society for the Study of Education
 National Speakers Association
 National Staff Development Council
 New England Educational Research
 Organization
 Northeast Human Resources Association
 Rhode Island Association of Colleges
 for Teacher Education
 Rhode Island Business Educators Association
 Society for Technical Communication
 Technology and Learning
 World Tourism Organization
 WTO/Themis Education Council

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PROVIDENCE BANKS

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

Fleet Bank
1-800-841-4000
111 Westminster Street
278-6000

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Allegra Printing & Imaging
212 Thayer Street
Providence, R.I.
421-5160

Kinko's
167 Angell Street
Providence, R.I.
421-8663

Staples
551 North Main Street
Providence, R.I.
272-2828

TRANSPORTATION

Bus Service

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

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

Taxicabs

Bonanza Cab
521-4200
East Side Taxi Service
521-4200

Rhode Island Taxi
272-1222

Yellow Cab Inc.
941-1122

Trains

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

Airplanes

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

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

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

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

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

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

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

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Graduate Admissions

1-800-DIAL-JWU (1-800-342-5598)
ext. 1015 or (401) 598-1015

Outside the United States

(401) 598-1015

Fax

(401) 598-1286

Graduate Administration

(401) 598-4738

Financial Aid

(401) 598-4648/4649

Financial Planning

(401) 598-4770

International Student Affairs

(401) 598-1074

Student Academic Services

(401) 598-1140

VISITING JOHNSON & WALES UNIVERSITY

Directions to The Alan Shawn Feinstein Graduate School Admissions Office

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

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

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

*partial listing