



JOHNSON & WALES
UNIVERSITY

THE ALAN SHAWN FEINSTEIN GRADUATE SCHOOL

2010-2011 CATALOG

M.B.A. degrees in

**Global Business Leadership,
Hospitality**

C.A.G.S. in

**Finance, Human Resources
Management, Hospitality**



global experience

WHAT ALUMNI ARE SAYING ABOUT THE ALAN SHAWN FEINSTEIN GRADUATE SCHOOL:

“My experience as a graduate student in the Feinstein Graduate School has been a positive one. In addition to providing realistic courses, the administration, staff and faculty not only offer assistance, but mentoring. All of them work as a team to benefit the students.”

— **Al Marsocci '08 M.B.A.**

Director
National Grid

“You gain much more than an advanced degree. Graduate studies at Johnson & Wales University enable you to garner lifelong skills that invoke innovative thinking and a broadened understanding of proven business techniques and applications — all in a collaborative learning environment.”

— **Barbara J. Nauman '07 M.B.A.**

Vice President of Circulation
The Providence Journal

WHERE ARE THEY NOW?

Alan Shawn Feinstein Graduate School
graduates hold the following positions today:

Vice President, Rhode Island Hospitality and
Tourism Association

Vice President, Citizens Bank

Vice President, National Grid

Financial Analyst, HBO, Time Warner
Entertainment

Convention Coordinator, Austin Texas
Convention and Visitors Bureau

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A man in a light brown suit, pink shirt, and striped tie is speaking and gesturing with his hands. He is in a classroom setting with a world map on the wall behind him. Several students are visible in the foreground, listening attentively. One student in the foreground is wearing a pink shirt and glasses, looking towards the speaker. Another student in the background is wearing a yellow headscarf and glasses.

position yourself for success

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

M.B.A. IN

Global Business Leadership

With concentrations in

- Accounting
- Financial Management
- International Trade
- Marketing
- Organizational Leadership

Hospitality

With concentrations in

- Event Leadership
- Marketing

C.A.G.S. IN

Finance

Human Resources Management

Hospitality

2010–11 ACADEMIC CALENDAR

September 7	Fall term begins
September 10	Friday classes — makeup for Monday classes
October 11	Columbus Day holiday
October 12	Follow Monday schedule
October 15	Friday classes — makeup for Tuesday classes
November 5	Winter term payment deadline
November 18	Fall term ends — Thanksgiving recess begins
November 30	Winter term begins
December 3	Friday classes — makeup for Monday classes
December 16	Last day of classes — holiday recess begins
January 3	Classes resume
January 17	Martin Luther King Jr. Day holiday
January 18	Follow Monday schedule
January 21	Friday classes — makeup for Tuesday classes
February 4	Spring term payment deadline
February 24	Winter term ends — term break recess begins
March 1	Priority financial aid deadline to submit FAFSA for 2011–12
March 8	Spring term begins
March 11	Friday classes — makeup for Monday classes
April 15	Friday classes (for classes held on Thursdays)
May 12	Thursday classes end
May 18	Spring term ends
May 19	Commencement

This unofficial university calendar is offered for planning purposes only and is subject to change. Visit www.jwu.edu/sas/calendar for detailed calendars, including summer dates.





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.

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 enroll students with potential from varied backgrounds and to give them every opportunity to excel in their academic and professional lives;
- to develop and assess sound programs and curricula that allow students to attain proficiencies in general education and relevant professional disciplines;
- to evaluate and assess regularly the rigor of all academic programs;
- to provide experiential education opportunities that are curriculum-driven and include practical experiences for students in every program;
- to support diversity in the curriculum, activities and services for students, and in the employment of faculty and staff;
- to provide students with the opportunities that support intellectual development, personal growth and civic engagement;
- to monitor the external and internal environment of the university through regular and effective planning and assessment;
- to hold each academic, administrative and support department accountable for the achievement of the mission;
- to plan for and provide facilities and resources that meet the needs of students, faculty and staff.

UNIVERSITY CORE VALUES

Johnson & Wales University is

Student Centered

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

Experientially Based

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

Industry Relevant

We are industry relevant, focusing both on the needs of our students and the needs of our students' future employers.

Employment Focused

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

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.

Johnson & Wales University is committed to outcomes assessment. Faculty and students are therefore part of an ongoing effort to determine and refine the effectiveness of instruction and learning.

ACCREDITATION AND APPROVALS

Johnson & Wales University (JWU) is accredited by the New England Association of Schools & Colleges, Inc. (NEASC), through its Commission on Institutions of Higher Education. This accreditation encompasses the university's four campuses in Providence, R.I., North Miami, Fla., Denver, Colo., and Charlotte, N.C. Inquiries regarding JWU's accreditation status should be directed to the University Compliance Office, One Cookson Place, Sixth Floor, Providence, RI 02903; or at 401-598-1423. 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, cihe@neasc.org.

Legal control is vested in the Board of Trustees of Johnson & Wales University. The university is approved for the training of veterans. JWU is an institutional member of Service Members Opportunity Colleges. The university is authorized under federal law to enroll non-immigrant alien students. JWU is listed in the Education Directory of Colleges & Universities issued by the U.S. Department of Education.

The State of Rhode Island has chartered Johnson & Wales University as a nonprofit degree-granting institution of higher learning.

Johnson & Wales University will make available for review to any enrolled or prospective student, upon request, a copy of the documents describing the institution's accreditation, approval or licensing. This information may be obtained by contacting the University Compliance Office, One Cookson Place, Sixth Floor, Providence, RI 02903; or at 401-598-1423.

Please refer to Page 48 for affiliations.



strongly student centered

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 executive business competencies as well as professional leadership, strategic and creative thinking skills. Our career-focused curriculum positions you to be competitive for opportunities in business and hospitality.

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 students from 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 classes on a limited basis and a full complement of evening classes, allowing students to complete their education on an evening schedule or choose to take afternoon classes when available.

Most students follow a traditional schedule, enrolling in two courses each term. All programs are presented in the traditional format schedule.

The Graduate School offers an accelerated schedule for students who do not need or have completed foundation courses and wish to graduate in less time. Students may only accelerate their schedule if they have a minimum 3.75 GPA.

An accelerated M.B.A. program for the Accounting concentration is also available to graduate students who achieved a 3.25 GPA in JWU's Accounting bachelor's degree program. Information is available from Graduate School Admissions.

Student Involvement

Graduate students are involved in event planning, community service and serve on graduate school committees. They also plan and organize graduate school social and educational activities.



Associate Professor Ron DiBattista, Ph.D., summarizes the lesson after student groups presented their thought-provoking and creative perspective on case studies during his Effective Leadership course.



where goals can be achieved

4+1 B.S./M.B.A. Program

The five-year B.S./M.B.A. program allows JWU hospitality and business seniors to earn a bachelor of science degree plus an M.B.A. usually within five years. Students in this program take graduate-level courses (at no extra cost) during their senior year at Johnson & Wales while completing their bachelor's degree. These courses include

- COMM5500 Strategic Communications
- MRKT5500 Strategic Services Marketing
- MGMT5800 Effective Leadership

In addition, students in the undergraduate accounting program with a GPA of at least 3.2 are eligible to have two courses in the accounting concentration core waived as determined by the graduate school dean's review of the transcript.

Students not only save graduate-school tuition, but also earn their M.B.A. within 12–15 months of completing the bachelor's degree program.

For more information, contact the Graduate Admissions Office at 4plus1@jwu.edu or 401-598-1015.

SPECIAL FEATURES

Advantages Johnson & Wales graduate students enjoy include

- Convenient evening and some afternoon classes to accommodate any schedule
- Accelerated M.B.A. schedules for qualified students
- Three terms and summer sessions instead of two semesters, allowing students to complete more courses in less time
- A diverse student population representing more than 50 countries
- Student-focused faculty with esteemed academic and professional experience
- Flexible tuition payment arrangements

A GROWING UNIVERSITY IN A FLOURISHING CITY



The *Wall Street Journal* designated Providence as the only U.S. city on its 'Top Ten Up-and-Coming Travel Destinations' list.

Johnson & Wales University was founded in 1914 as 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 2009–10 academic year exceeded 16,000 undergraduate and graduate students representing 50 states and more than 50 countries. Through its experienced, professional approach, the university has earned an international reputation in business and hospitality. In addition to the main campus in Providence, Rhode Island, Johnson & Wales presently offers undergraduate programs in North Miami, Florida; Denver, Colorado, and Charlotte, North Carolina.

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, and an M.B.A. in Hospitality with concentrations in Event Leadership and Marketing. It also offers a Certificate of Advanced Graduate Study (C.A.G.S.) in Finance, Human Resources Management and Hospitality.

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' Downcity 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, JWU's practicum property.

INTERNATIONAL DIVERSITY

Johnson & Wales University takes great pride in its international student population. Approximately 60 percent of the graduate student population is international, representing more than 50 countries.

International students can be met by a JWU representative when they arrive at the Providence airport, train depot or bus station. They are then brought to the Radisson Airport Hotel, where they can obtain an overnight stay free of charge for up to two nights by submitting a travel form.

International Housing Options and Assistance

JWU graduate students live off campus and are 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 required to attend an information session which introduces the network of support services the university provides to ensure personal and academic

success. University and government regulations and guidelines pertaining to international students will also be defined and discussed.

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 JWU 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. See Page 27 for specific proficiency test score requirements.

Students who do not meet English proficiency requirements will enter JWU's ESL program where they will develop the language skills required to succeed in JWU graduate programs as well as in the community.



OUR INTERNATIONAL STUDENT AND ALUMNI POPULATION REPRESENTS

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

Our M.B.A. programs, developed and updated in collaboration with students and successful industry leaders, enable our diverse student body to advance in their professional careers by attaining a mastery of contemporary business and administrative theories, concepts and practices, including the capacities to interpret, critically analyze, communicate and apply the knowledge necessary for solving problems and achieving career success.

As a graduate, you'll learn executive business competencies, professional leadership, and strategic and creative thinking skills that will help you ethically solve problems that occur in the global business environment in culturally sensitive ways.

Our programs incorporate 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.

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.



For the M.B.A. in Hospitality:

- **Event Leadership:** Receive advanced and experiential 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.
- **Marketing:** Gain experience in advertising, promotion and E-commerce, and explore advanced marketing research within various sectors of the hospitality and tourism industry.

M.B.A. DEGREE REQUIREMENTS

Students are required to complete a minimum of 54 quarter credits with a 3.0 or higher cumulative GPA to complete their M.B.A. program. Prerequisite and foundation courses must be completed prior to registering for core and concentration classes.

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 Experiential Education & Career Services Office provides you with career counseling and employment services as you prepare to graduate.

"I believe that the population of JWU international students combined with the experienced JWU professors gives me an education and experience I don't think I could find at any other university."

—**Vanessa Karlsson, Sweden**
Global Business M.B.A.



Roger Achille, J.D.

Associate Professor

Roger Achille is a labor and employment specialist with almost 20 years of experience providing legal counsel to the health care industry and municipal and state government. In 2004 he joined JWU as an adjunct professor and attained associate professor status in 2007. He developed and teaches courses in labor relations as well as ethics and legal issues in human resources. He has strong skills in negotiation and administration of collective bargaining agreements, and provides training in preventing discrimination and harassment in the workplace.

Achille asks thought-provoking questions of his students to facilitate discussion on worldwide human resources issues that make the Global Business Leadership M.B.A. truly global. He highlights JWU's international diversity by encouraging students to learn about each other's cultural differences and how these differences directly impact human resource practices and laws internationally. The exchange of ideas sets students on a worldwide expedition through international employment law that most would find confusing, but with Achille as navigator, students learn with ease.

PRE-M.B.A. PROGRAM

The Pre-M.B.A. program at Johnson & Wales University is designed for outstanding international students who have completed a three-year bachelor's degree in countries where the three-year bachelor's degree is considered the dominant degree in specific areas of study.

The program provides qualified three-year degree holders the opportunity, through a Pre-M.B.A. schedule of undergraduate courses, to equate their education to a four-year U.S. bachelor's degree while fulfilling M.B.A. program prerequisites.

Students successfully completing the Pre-M.B.A. program with a grade point average (GPA) of 3.0 on a scale of 4.0 will enroll directly into their selected M.B.A. program.

Eligibility

The Pre-M.B.A. program is offered only at the Providence Campus.

Applicants to the Pre-M.B.A. program must hold a three-year degree from a recognized undergraduate-level institution with a minimum cumulative grade point average (GPA) of at least 3.0 on a scale.

Students with three-year degrees may qualify for the direct entry into graduate school if they can demonstrate the completion of three full years of degree-related work experience after earning the university degree.

Candidates must successfully complete the English as a Second Language program if they do not submit a passing score on the language proficiency test as stated under the English Proficiency Requirement section on Page 27.

Application Procedure

Please refer to the International Admissions Requirements section on Page 26.

Please note: Students accepted to the Pre-M.B.A. program cannot transfer to the M.B.A. program without first completing **all Pre-M.B.A.** program requirements.



tools for career advancement

Scholarships

Students who successfully complete the Pre-M.B.A. program with the required minimum 3.0 GPA needed to enter the M.B.A. program will receive a nonrenewable \$2,000 M.B.A. scholarship awarded over the length of the program.

Course Requirements

This program requires that a minimum of 10 undergraduate courses be taken by the student at Johnson & Wales University. The courses generally take place on the Downcity Campus, through the College of Business and the School of Arts & Sciences.

Course substitutions of higher-level subjects and electives in a comparable discipline may be approved based on previous study, but **no exemptions will be made which result in a reduced number of required courses.** Course registration for Pre-M.B.A. students will be done through Student Academic Services in the Student Services Center, located on the Downcity Campus.

Pre-M.B.A. course descriptions are listed in the undergraduate catalog, which is available online at www.jwu.edu/catalogs.

Pre-M.B.A. Program

This program requires that a minimum of 10 undergraduate courses be taken by the student at Johnson & Wales University. Substitutions for higher courses or electives within a comparable discipline may be approved based on previous study, but no exemptions will be made which result in a reduced number of required courses.

GRADUATES FROM A BUSINESS/COMMERCE MAJOR			GRADUATES FROM A NON-BUSINESS MAJOR		
Economics			Economics		
ECON2002	Microeconomics*	4.5	ECON2002	Microeconomics*	4.5
	OR higher, such as			OR higher, such as	
ECON3070	Comparative Economic Issues		ECON3060	Comparative Economic Systems	
English			English		
ENG1020	English Composition*	4.5	ENG1020	English Composition*	4.5
ENG1021	Advanced Composition* & Communication	4.5	ENG1021	Advanced Composition* & Communication	4.5
	OR			OR	
ENG2010	Technical Writing		ENG2010	Technical Writing	
Law**			Law**		
LAW2001	The Legal Environment of Business I	4.5	LAW2001	The Legal Environment of Business I*	4.5
	OR higher, such as			OR higher, such as	
LAW3002	The Legal Environment of Business II		LAW3002	The Legal Environment of Business II	
	OR			OR	
LAW3055	International Business Law		LAW3055	International Business Law	
Marketing (one of the following):			Marketing (one of the following):		
MRKT1001	Principles of Marketing*	4.5	MRKT1001	Principles of Marketing*	4.5
MRKT3040	e-Commerce		MRKT3040	e-Commerce	
MRKT2050	Qualitative Research		MRKT2050	Qualitative Research	
MRKT3005	Brand Marketing		MRKT3005	Brand Marketing	
HOSP3050	Hospitality Strategic Marketing		HOSP3050	Hospitality Strategic Marketing	
Math			Math		
MATH2001	Statistics* +	4.5	MATH2001	Statistics* +	4.5
Technology (one of the following business-related computer science courses):			Technology (one of the following business-related computer science courses):		
FIT1020	Information Technology	4.5	FIT1020	Information Technology	4.5
	for Business Professionals II			for Business Professionals II	
MGMT3030	Managerial Technology		MGMT3030	Managerial Technology	
Humanities (one of the following):			Accounting		
PHIL3020	Crisis and Controversy:	4.5	ACCT1021	Business Accounting I and Lab*	5.5
	A Critical Thinking Approach		ACCT1022	Business Accounting II and Lab*	5.5
PHIL3040	Ethics of Business Leadership				
	History course (HIST designation)		Business Administration — Management		
ENG1001	An Introduction to Literary Genres		MGMT1001	Principles of Management*	4.5
	OR				
	Literature course (LIT designation)				
Social Sciences (Psychology, Sociology or Political Science)					
SOC2001	Sociology I	4.5			
Leadership					
LEAD2001	Foundations of Leadership Studies	4.5			

* Denotes specific subject requirements for entry into an M.B.A. program; students who have fulfilled the primary requirement may take one of the other courses listed. Ten total courses, minimum, must be taken.

** Those intending to enter the Hospitality M.B.A. program should substitute LAW2010 Hospitality Law for the business law courses listed. Those choosing the Event Leadership concentration should add SEE2020 Event Management to their Pre-M.B.A. program.

+ Requires College Math as prerequisite.

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.

Prerequisite and foundation courses should be completed prior to registering for core and concentration classes.

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 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.

Accounting Concentration*

PREREQUISITE COURSES

Courses offered through the undergraduate College of Business

ACCT2021	Intermediate Accounting I**	4.5
ACCT2022	Intermediate Accounting II	4.5
ACCT2023	Intermediate Accounting III	4.5
ACCT3011	Federal Taxes I	4.5
ACCT3040	Auditing	4.5
ACCT3050	Advanced Accounting	4.5
LAW3010	Business Law for Accountants	4.5

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

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

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
MGMT5900	Ethics and Corporate Responsibility	4.5
FISV5600	Financial Management	4.5
MGMT5800	Effective Leadership	4.5
MRKT5500	Strategic Services Marketing	4.5

CONCENTRATION COURSES***

ACCT6001	Accounting Theory	4.5
ACCT6003	Advanced Auditing	4.5
ACCT6020	Individual Taxation	4.5
ACCT6021	Corporate Taxation	4.5
LAW6000	Law for Accountants	4.5

CAREER CAPSTONE COURSE

MGMT6800	Business Policy and Strategy	4.5
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Total Quarter Credit Hours **54.0-110.25**

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing and CPA requirements. Core courses should always be completed prior to taking concentration courses.

** Prior to enrolling in ACCT2021, students must have completed FISV5000 (Corporate Financial Management), or ACCT1001 (Accounting I) and ACCT1002 (Accounting II).

*** Not offered every term.

Financial Management Concentration*

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
FISV5000	Corporate Financial Management	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
RSCH5520	Research and Analysis II	4.5
MGMT5900	Ethics and Corporate Responsibility	4.5
FISV5600	Financial Management	4.5
MGMT5800	Effective Leadership	4.5
MRKT5500	Strategic Services Marketing	4.5

CONCENTRATION COURSES**

FISV6030	Financial Reporting & Control	4.5
Choose three of the following courses:		13.5
FISV6020	Tax Planning for the Financial Manager	
FISV6035	Mergers and Valuations	
FISV6041	Finance Special Topics	
FISV6050	Strategic Financial Planning	
FISV6056	Fundamentals of Investing and Portfolio Management	
FISV6060	Managing Capital Markets	
IBUS6035	Global Trade and Finance	
GRAD6800	Graduate Internship	

CAREER CAPSTONE COURSE

MGMT6800	Business Policy and Strategy	4.5
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Total Quarter Credit Hours **54.0–83.25**

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing. Core courses should always be completed prior to taking concentration courses.

** Not offered every term.



Paul C. Boyd, Ph.D.

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 Paul 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 a contract research advisory firm that specializes in research project management, methodology, statistical analysis and organizational development services. Most recently, he was the research director for a pioneering Web-based marketing research firm.

Today, Boyd teaches research, analysis and marketing courses. His research interests involve the development of strategic organizational processes to serve as antidotes to 'groupthink'.

INTERNATIONAL TRADE CONCENTRATION

The M.B.A. in Global Business Leadership with a concentration in International Trade prepares students to work directly in various fields, such as importing and exporting, marketing or international banking, 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.



International Trade Concentration*

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
FISV5000	Corporate Financial Management	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
MGMT5900	Ethics and Corporate Responsibility	4.5
MGMT5800	Effective Leadership	4.5
FISV5600	Financial Management	4.5
MRKT5500	Strategic Services Marketing	4.5

CONCENTRATION COURSES**

Choose five of the following courses:	22.5
HOSP6030	Franchising and Licensing
IBUS6000	Cross Cultural Leadership
IBUS6020	International Business Negotiations
IBUS6030	European Union and the World Community
IBUS6035	Global Trade and Finance
IBUS6041	International Trade Special Topics
IBUS6045	International Relations and Organizations
MGMT6075	International and Comparative Employment Law
GRAD6800	Graduate Internship

CAREER CAPSTONE COURSE

MGMT6800	Business Policy and Strategy	4.5
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Total Quarter Credit Hours

54.0–83.25

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing. Core courses should always be completed prior to taking concentration courses.

** Not offered every term.

give
yourself a
professional
edge



Proportions (03)

The fraction or percentage of the population or sample of interest.

$$p = \frac{\text{Number of successes}}{\text{Sample size}}$$

$$H_0: \mu \leq 60 \quad t = \frac{\bar{X} - \bar{\mu}}{S.E.}$$

$$t = \frac{\bar{X} - \mu_0}{S.E.}$$

MAP 15000

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.

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.

Marketing Concentration*

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
FISV5000	Corporate Financial Management	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
RSCH5520	Research and Analysis II	4.5
MGMT5900	Ethics and Corporate Responsibility	4.5
MRKT5500	Strategic Services Marketing	4.5
FISV5600	Financial Management	4.5
MGMT5800	Effective Leadership	4.5

CONCENTRATION COURSES**

Choose four of the following courses:	18.0
COMM6000	Advanced Professional Communication
HOSP6030	Franchising and Licensing
IBUS6035	Global Trade and Finance
MRKT6010	Advertising and Promotions Strategy
MRKT6030	Advanced Marketing Research
MRKT6035	Brand Management
MRKT6040	eCommerce Strategies
MRKT6041	Marketing Special Topics
MRKT6045	Global Marketing
GRAD6800	Graduate Internship

CAREER CAPSTONE COURSE

MGMT6800	Business Policy and Strategy	4.5
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Total Quarter Credit Hours

54.0–83.25

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing. Core courses should always be completed prior to taking concentration courses.

** Not offered every term.

Organizational Leadership Concentration*

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
FISV5000	Corporate Financial Management	4.5
MATH5000	Quantitative Analysis for Problem Solving and Decision Making	4.5
MGMT5000	Management and the Global Economy	4.5
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
MGMT5900	Ethics and Corporate Responsibility	4.5
MRKT5500	Strategic Services Marketing	4.5
FISV5600	Financial Management	4.5
MGMT5800	Effective Leadership	4.5
MGMT5600	Human Resource Issues	4.5

CONCENTRATION COURSES**

Choose four of the following courses:	18.0
COMM6000	Advanced Professional Communication
MGMT6000	The Leader as Coach
MGMT6010	Project Management
MGMT6015	Operations Management
MGMT6020	Leading Organizational Change
MGMT6030	Entrepreneurship
MGMT6041	Management Special Topics
MGMT6050	Labor Relations
MGMT6055	Legal Issues in Human Resources
MGMT6056	Contemporary Leadership Issues and Strategies
MGMT6075	International and Comparative Employment Law
GRAD6800	Graduate Internship

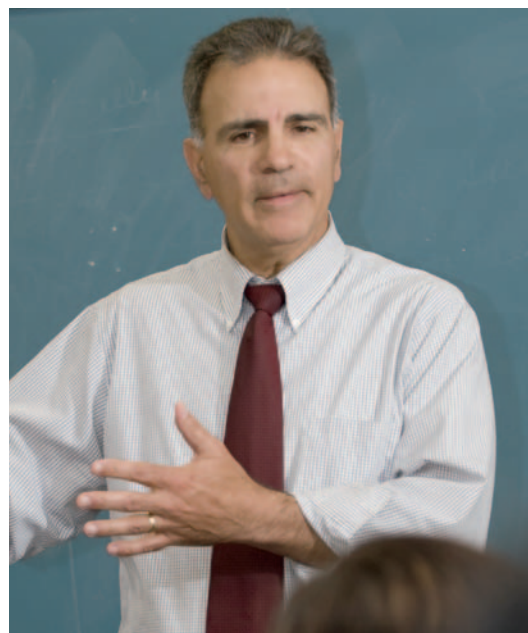
CAREER CAPSTONE COURSE

MGMT6800	Business Policy and Strategy	4.5
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Total Quarter Credit Hours **54.0–83.25**

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing. Core courses should always be completed prior to taking concentration courses.

** Not offered every term.



Ron DiBattista, Ph.D.

Associate Professor

DiBattista taught at various colleges before joining JWU in 2002. He soon became a student favorite and won acclaim in 2007 as JWU's Graduate School Teacher of the Year.

DiBattista's research interests include management, organizational behavior and educational leadership. He combines his love of teaching and his contributions to the organizational behavior field to support student professionalism and growth.

DiBattista has published articles in numerous journals, and has chaired over 100 accreditation visits for the Accrediting Council for Independent Colleges and Schools in Washington D.C.

His work experience offers several opportunities for sharing in the classroom. In-depth discussions include how to manage people, innovation, ideas, strategy and cost.

Students describe DiBattista as friendly, accessible and fair, challenging them to think and be creative in their problem-solving.

DiBattista's hobbies include travel, sports (particularly baseball and golf), music and spending time with family.

M.B.A. IN HOSPITALITY

WITH CONCENTRATIONS

Johnson & Wales University is the largest educator of hospitality professionals in North America. Economists recognize the global hospitality 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, you will acquire the skills and experiences needed to provide exemplary leadership for hospitality-related organizations throughout the world, including Marriott and Compass Group.

Prerequisite and foundation courses should be completed prior to registering for core and concentration courses.

Specialized hospitality concentrations provide the advanced training and knowledge needed to secure employment positions in these growing areas.

EVENT LEADERSHIP CONCENTRATION

Graduates in this M.B.A. concentration in the high-demand field of event leadership 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.

MARKETING CONCENTRATION

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



Caroline Cooper, Ed.D

Professor

Caroline Cooper's career began in the food service industry, where she ultimately owned a food service consulting company. In 1978 she joined the faculty of Johnson & Wales' Hospitality College and became dean after holding a variety of leadership positions within the college. Cooper's progressive leadership style helped The Hospitality College become a nationally recognized program for quality and the nation's largest hospitality educator with more than 2,700 students. In 2001 she joined the university's Advancement Office, helping to secure more than \$17 million in university donations.

Cooper has held such prestigious positions as delegate to the White House Conference on Travel & Tourism and president of the International Council on Hotel, Restaurant and Institutional Education (CHRIE). She has been a trustee for the American Hotel & Lodging Foundation and the Educational Institute of the American Hotel & Lodging Association (AH&LA). She also chairs the Certification Commission for the Educational Institute of AH&LA.

Cooper's accomplishments have been recognized with many prestigious awards, including the Howard B. Meek award for lifetime contribution to hospitality and tourism education.

Cooper returned to the classroom in 2004 to teach hospitality management and hospitality finance graduate courses, sharing her experience within the hospitality field so that her students can succeed.





Hospitality (M.B.A.)*

PREREQUISITE COURSES

Courses offered through the undergraduate hospitality and business colleges

LAW2010	Hospitality Law	4.5
SEE2020	Event Management**	4.5

FOUNDATION COURSES

COMM5000	Effective Communication	4.5
ECON5000	Economics in the Global Economy	4.5
FISV5000	Corporate Financial Management	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
MGMT5019	Career Assessment and Planning	2.25
MRKT5010	Marketing Concepts	4.5

CORE COURSES

COMM5500	Strategic Communication	4.5
RSCH5500	Research and Analysis	4.5
MRKT5500	Strategic Services Marketing	4.5
MGMT5800	Effective Leadership	4.5
MGMT5600	Human Resource Issues	4.5

PROGRAM COURSES

HOSP5500	Hospitality and Tourism Global Issues	4.5
HOSP5600	Hospitality and Tourism Financial Management	4.5

CONCENTRATION COURSES***

Students must take **four** courses from any one of the following concentrations. 18.0

Event Leadership Concentration+

EVNT6000	Event Leadership
EVNT6020	Event Operations and Risk Management
EVNT6030	Event Marketing & Global Meetings/Exhibitions
IBUS6020	International Business Negotiations
MGMT6030	Entrepreneurship
GRAD6800	Graduate Internship
	OR
Elective	One elective course from any concentration

Marketing Concentration

HOSP6045	Optimizing Revenue and Channel Distribution**
Choose three of the following courses:	
HOSP6030	Franchising and Licensing
MRKT6010	Advertising & Promotions Strategies
MRKT6030	Advanced Marketing Research
MRKT6035	Brand Management
MRKT6040	e-Commerce Marketing Strategies
GRAD6800	Graduate Internship
	OR
Elective	One elective course from any concentration

CAREER CAPSTONE COURSE

HOSP6800	Hospitality and Tourism Business Policy and Strategy	4.5
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Total Quarter Credit Hours 54.0–96.75

* Students should always check with their academic counselor and/or academic planner **before** scheduling courses to ensure correct course sequencing. Core courses should always be completed prior to taking concentration courses.

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

*** Not offered every term.

+ At least two of the four courses selected must be EVNT courses.

++ This course is a required course in the concentration.

CERTIFICATE OF ADVANCED GRADUATE STUDIES (C.A.G.S.)

Set yourself apart from other M.B.A. graduates entering your workplace and enhance your skills in new areas by pursuing a C.A.G.S. in either **Finance**, **Human Resources Management** or **Hospitality**.

As a C.A.G.S. student, you'll advance and broaden your knowledge in specific subject areas that are important to your job performance and career development. You'll gain an edge in a competitive marketplace that not only requires strong business fundamentals but also cutting edge knowledge.

Besides receiving a quality JWU graduate education, you'll reap the benefits of these career services:

- **Executive Coaching:** Enhance your effectiveness on the job with your own executive career coach.
- **Career Assistance:** Manage your career with the help of our experienced graduate faculty and career professionals.
- **Professional Development:** Develop success-critical personal qualities and skills through a curriculum that is more than just a series of business classes.
- **Networking Opportunities:** Network with alumni and local business executives for continued career success.

ADMISSION REQUIREMENTS

Candidates must hold a master's degree in business administration or a certification or its equivalent in business and/or law or other related areas. Candidates holding a non-business degree may be required to take foundation courses.

Finance (C.A.G.S.)

MAJOR COURSES

Choose **five** of the following courses, from which none have been completed previously:

FISV6020	Tax Planning for the Financial Manager	4.5
FISV6030	Financial Reporting and Control	4.5
FISV6050	Strategic Financial Planning	4.5
FISV6056	Fundamentals of Investing and Portfolio Management	4.5
FISV6060	Managing Capital Markets	4.5
IBUS6035	Global Trade and Finance	4.5

Total Quarter Credit Hours	22.5
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Human Resources Management (C.A.G.S.)

MAJOR COURSES

Choose **five** of the following courses, from which none have been completed previously:

MGMT6041	Management Special Topics	4.5
MGMT6050	Labor Relations	4.5
MGMT6055	Legal Issues in Human Resources	4.5
MGMT6056	Contemporary Leadership Issues and Strategies	4.5
MGMT6060	Facilitating Adult Learning and Professional Development	4.5
MGMT6065	Wage and Salary Administration	4.5
MGMT6075	International and Comparative Employment Law	4.5

Total Quarter Credit Hours	22.5
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Hospitality (C.A.G.S.)

MAJOR COURSES

HOSP5500	Hospitality and Tourism Global Issues	4.5
HOSP5600	Hospitality and Tourism Financial Management	4.5
HOSP6030	Franchising and Licensing	4.5
HOSP6800	Hospitality and Tourism Business Policy and Strategy	4.5
Elective	HOSP- or EVNT-designated elective at the 6000 level or higher	4.5

Total Quarter Credit Hours	22.5
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PROVIDENCE BANKS

Bank of America
www.bankofamerica.com
1-800-841-4000
111 Westminster Street
401-278-6000

Citizens Bank
www.citizensbank.com
1-800-922-9999
1 Citizens Plaza
401-456-7096

63 Westminster Street
401-456-7010

FAX AND COPYING CENTERS

Allegra Printing & Imaging
www.allegraprovidence.com
102 Waterman Street
Providence, R.I.
401-421-5160

Fed Ex Office
www.fedex.com
50 Kennedy Plaza
Providence, R.I.
401-331-1990

236 Meeting Street
Providence, R.I.
401-273-2830

Staples
www.staples.com
551 North Main Street
Providence, R.I.
401-272-2828

TRANSPORTATION

Bus Service

Rhode Island Public Transit Authority (RIPTA)

www.ripta.com
Schedules & Route Information
401-781-9400

Greyhound Bus Line

www.greyhound.com
1 Kennedy Plaza
Providence, R.I.
401-454-0790

Peter Pan Bus Line

www.peterpanbus.com
1 Bonanza Way (Exit 25 off I-95 North)
Tickets & Schedule Information
401-751-8800

Taxicabs

Checker Cab

www.checkercabprovidence.com
401-272-1222

Red and White Cab

401-521-4200

Yellow Cab Inc.

401-941-1122

Trains

Amtrak Station

www.amtrak.com
100 Gaspee Street
Providence, R.I.
General Information & Reservations
1-800-872-7245

Airplanes

T.F. Green Airport

www.pvdairport.com
1-888-268-7222
2000 Post Road
Warwick, R.I. (Exit 13 off I-95 South)
General Information
401-691-2471

RENTING A CAR

Avis Rent-A-Car

www.avis.com
1-800-331-1212

Enterprise Rent-A-Car

www.enterprise.com
1-800-261-7331

Hertz Rent-A-Car

www.hertz.com
1-800-654-3131

National Car Rental

www.nationalcar.com
1-800-222-9058

SHOPPING

Emerald Square Mall

www.simon.com/mall
999 South Washington Street
North Attleboro, Mass.
508-699-7979

Providence Place Mall

www.providenceplace.com
One Providence Place
Providence, R.I.
270-1000

Swansea Mall

www.visitswanseamall.com
Route 118
(262 Swansea Mall Drive)
Swansea, Mass.
508-679-2543

Warwick Mall

www.warwickmall.com
Route 2
(400 Bald Hill Road)
Warwick, R.I.
739-7500

CONTACT INFORMATION

Alan Shawn Feinstein

Graduate School Admissions

www.jwu.edu/grad
1-800-DIAL-JWU (1-800-342-5598)
ext. 1015 or 401-598-1015
E-mail gradschoo@admissions.jwu.edu
Fax 401-598-1286

Graduate Administration

401-598-4738 sfs.pvd@jwu.edu

Financial Aid

401-598-4648/4649 sfs.pvd@jwu.edu

Financial Planning

401-598-4770 sfs.pvd@jwu.edu

International Student Affairs

401-598-1074 isa@jwu.edu

Student Academic Services

401-598-1088 sas.pvd@jwu.edu

VISITING THE ALAN SHAWN FEINSTEIN GRADUATE SCHOOL

For GPS Purposes:

265 Harborside Boulevard Providence, R.I.

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

2010–2011
CATALOG

GENERAL
INFORMATION
AND COURSE
DESCRIPTIONS

ADMISSIONS INFORMATION

PROCEDURES FOR ADMISSION

JWU graduate 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 JWU 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 JWU graduate programs at Johnson & Wales University must hold a baccalaureate degree from an accredited institution. Successful applicants demonstrate an undergraduate minimum GPA of 2.85. However, applicants with GPAs below 2.85 will be considered based on additional factors: coursework completed beyond the baccalaureate, reputation of undergraduate institution, undergraduate major, and current position's level of responsibility.

In addition, scores on standardized tests such as GMAT, GRE, ETS test of Business Knowledge and other nationally recognized instruments will be considered. Students who have an undergraduate GPA below 2.85 are strongly encouraged to submit a GMAT or GRE score.

Other factors considered for admission include 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. The statement should not exceed 500 words and must be submitted in printed form.

APPLICATION REQUIREMENTS

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

1. A **printed or typed signed** application for admission
2. **Official, final transcripts** documenting all undergraduate and graduate work. When a graduate school application is

submitted prior to completing requirements for the bachelor's degree, the Graduate Admissions Office may offer a conditional acceptance pending submission of required documents. A final transcript must be submitted prior to enrollment.

3. **Two letters of recommendation** from individuals qualified to acknowledge the applicant's potential for successful completion of the graduate program. These letters can be e-mailed to gradschool@admissions.jwu.edu or faxed to 401-598-1286.

4. Standardized test scores, when applicable
(See Page A-1 for a listing.)

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 catalog are forms required for application.

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), Michigan English Language Assessment Battery (MELAB) test, or International English Language Test System (IELTS).*** Please see the next page for information on the English Proficiency Requirement and scores required for admission.

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: Transcripts, test scores and bank statements 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.

International students filing an application outside the United States must submit all required documents at least eight weeks prior to the selected enrollment date.

TRANSFER CREDITS

A candidate for the M.B.A. 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 courses offered in the core or concentration that the student plans to enter, and must be approved by the dean. 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 JWU graduate program are not transferable without special permission from the dean of the Alan Shawn Feinstein Graduate School (for M.B.A. programs).

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

ENGLISH PROFICIENCY REQUIREMENT

Johnson & Wales University recognizes the TOEFL (Test of English as a Foreign Language) as proof of English proficiency. TOEFL scores must be received as official ETS scores. The university’s Designated Institution (D.I.) code is: 3465. This code should be used on your TOEFL registration form so that your scores will be sent to us directly.

Minimum TOEFL requirements (all levels, undergraduate and graduate) are as follows: 80 (Internet-based or IBT), 550 (pen/paper or PPT)

Individual section scores must also meet minimum score requirements.

Acceptable proof of English proficiency may also include one of the following comparable English proficiency examinations: IELTS (Cambridge), Band 6.5; ELS Level 112 Certificate of Completion and Academic Report; City & Guilds Pitman ESOL Examinations – Higher Intermediate or Expert Level; The London Tests of English LTE, Level 4 (Advanced); MELAB (Michigan English Language Battery) – 77; S.T.E.P. Eiken – (Society for Testing English Proficiency) – Grade 1.

Other English language examination results will also be considered, and experience studying in the English language, as documented through school transcripts, will be taken into consideration.

To meet English proficiency requirements, all English language examination results must be submitted on an official test transcript which is no more than two years old. Students may be exempted from individual ESL classes based on their individual TOEFL (or equivalent test) section scores. JWU also reserves the right to require ESL classes or workshops to increase proficiency in a particular area, regardless of total TOEFL or other test scores. Students who submit passing total test scores but with section scores lower than 17 (TOEFL – IBT) or 5.5 (IELTS), or equivalent test section score, may be required to attend a graduate language proficiency workshop.

INTERNATIONAL STUDENT VISA

Responsibility for obtaining the approved visa classification rests entirely with students. Students entering the United States to study will need an F-1 international student visa. In order to obtain the necessary visa, students must submit the valid Form I-20 for an F-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 Form I-20 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 TRANSFER STUDENTS

International students currently studying in the U.S. who seek enrollment in a JWU 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 wishing to change their selected date of enrollment should 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, and submit a new original bank statement.

2010–11 TUITION AND FEES

The following tuition and fees schedules are effective for the 2010–11 academic year unless noted otherwise. Tuition and fees are subject to change annually.

Tuition:

\$340/quarter credit hour

Most graduate courses are 4.5 quarter credit hours at a cost of \$1,530 each.

Undergraduate Prerequisite Courses:

\$158/quarter credit hour

Most prerequisite courses are 4.5 quarter credit hours at a cost of \$711 each.

Pre-M.B.A. Program:

Tuition (for one term) \$5,096

\$283/quarter credit hour

General Fee (for one term) \$369

Orientation Fee \$288

English as a Second Language (ESL):

Tuition (for one term) \$5,096

General Fee (for one term) \$369

Orientation Fee \$288

ENGLISH AS A SECOND LANGUAGE (ESL) STUDENTS

Students who are studying in our English as a Second Language (ESL) program will be charged \$5,096 for tuition. This program charge will be applied for each term while studying in ESL. ESL students are not eligible for Johnson & Wales University scholarships.

TUITION DEPOSIT

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

PAYMENT OPTIONS

Annual Payments

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 published due date of August 6, 2010.

Term Payments

Students may choose to make three payments a year, which are payable by the published due date each term.

Monthly Payments

Students may choose to pay the annual amount due in convenient monthly payments. This option is available through Tuition Management Systems (TMS). There is an enrollment fee to participate; however, the payments are interest free. Students interested in this option must contract with TMS and pay the first payment, in addition to the enrollment fee, by the published due date of August 6, 2010.

All Johnson & Wales University students must fulfill their financial obligations to the university by the Term Start due date of August 6, 2010 (all off-term entrants must meet the financial obligation by the published date for that term).

To meet your financial obligation you must do one of the following by the published due date:

- Make a full term payment
- Contract with TMS and pay the first monthly payment, as well as the enrollment fee
- Have an approved loan which covers the annual balance
- Have an approved payment plan with Student Financial Services using a combination of the above options

Students who do not fulfill their financial obligation by the Term Start due date may have their acceptance revoked.

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 academic standards as defined on Page 34 of this catalog and in the Providence Campus 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.

Visit www.jwu.edu/financialaid for more information or call 1-800-343-2565 or 401-598-1468.

Federal Direct 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 is located online at www.dlenote.ed.gov.

Students should check with their financial planner to determine their maximum annual loan amount. Students must begin repayment six months after they leave college or drop below half-time status. 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 Direct 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 maximum annual loan amount. This limit is 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 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 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 an hourly wage and are awarded a scholarship.

This is a highly competitive program that requires each applicant to submit a résumé 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 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 résumé and the graduate

school application. Scores from the GMAT or GRE may be included for scholarship consideration.

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

Pre-M.B.A. Scholarship

Information on Pre-M.B.A. scholarships is available on Page 12 of this catalog.

STUDENT HEALTH AND ACCIDENT INSURANCE

All registered day and graduate students taking credit hours are covered by a health and accident insurance plan for the terms enrolled during the academic year. This does not include summer term. Insurance brochures are available at 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. Students that are not eligible for the university Student Health and Accident program can apply for short term medical insurance through the Gallagher Koster Web site: www.gallagherkoster.com.



BOOKS AND SUPPLIES

The cost of books and supplies is approximately \$500 per academic term. The cost of transportation is approximately \$250 per academic term. These costs are not applied to the student's invoice. Books and supplies must be paid for at the university's bookstores at the time of purchase. The bookstores operate a textbook sales/buy-back program to help students minimize these costs.

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 may 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, institutional merit scholarships and institutional aid 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, the general fee and orientation fee. Tuition is applicable to all students, including those on approved off-campus programs including study abroad and internships. Merit scholarships and institutional aid are defined as any source of funding from Johnson & Wales University. The general fee is nonrefundable. The official notice of withdrawal from the university may be done in person or by written notification through Student Academic & Financial Services. Refunds are calculated by the date of termination which is based on the date Student Academic & Financial Services receives notification of withdrawal from the student or faculty member. Any refund due will be issued within 45 days after the date that the university was first notified of the withdrawal.

University withdrawal disputes must be submitted online within 30 days after the end of the term during which the student was withdrawn. To submit a dispute, students must complete the appropriate form online. No adjustments to tuition and fees or financial aid will be made until the dispute is researched and either approved or denied. No withdrawal disputes will be considered after 30 days from the end of the term in which the student was withdrawn. Decisions will be made within 10 business days and students will receive notification via the email provided on the dispute form.

Withdrawal Credit Policy

If a student terminates during

- the first and second week of the term, the university will credit 90 percent of the term charges.
- the third and fourth week of the term, the university will credit 50 percent of the term charges.
- the 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 INFORMATION

The curriculum requirements described in this catalog are the guidelines for students entering the program during the 2010–11 academic year. If new guidelines are developed as the program grows, they may 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 unless notified otherwise.

CLASS SCHEDULES

Graduate programs at Johnson & Wales are offered in three 11-week terms. Classes are held Monday through Thursday. A limited number of afternoon classes meet once a week from 1:40 p.m. to 5:10 p.m. Evening classes meet once a week from 6:00 p.m. to 9:30 p.m.

When a holiday falls on scheduled class days, make-up classes will be held as published in the academic calendar on Page 3. Class cancellations will be posted on the university's Info-Line (JWU-INFO) and the university line for school closings (401-598-5555).

SUMMER SESSION

M.B.A. program summer session courses may be offered. Not all courses are offered in the summer; as a result, summer completion cannot be guaranteed.

Course Registration

After submitting a deposit, new students are required to Web register for courses via uconnect.

It is recommended that students follow their Degree Audit and Planner when registering for courses. Students who require COMM5000 Effective Communication must register for this course during their first term of enrollment. It is strongly recommended that the first core course taken be COMM5500.

Students may not register for more than 9.0 quarter credit hours per term. After students have completed their first term of matriculation, they may accelerate their program by taking up to 13.5 credits each term if they maintained an overall GPA of 3.75.

ATTENDANCE

Students are expected to attend every meeting of every class in which they are enrolled. Students enrolled in a 2.25 quarter credit hour course must be in attendance by the first class meeting or the student will be dropped. Students enrolled in a 4.5 quarter credit hour course must be in attendance by the second class meeting or the student will be withdrawn from the course and/or university.

Student Academic & Financial Services should be notified immediately of any necessary prolonged absences. The Providence Campus Student Handbook contains rules and regulations for frequent or prolonged absences from class. Students are expected to familiarize themselves with attendance requirements outlined in the Providence Campus Student Handbook. The Providence Campus Student Handbook can be found online at www.jwu.edu/providence. Select Student Life, and then select Student Handbook.

ACADEMIC TRANSCRIPTS

A transcript is a representation of a student's entire academic record while at Johnson & Wales. An academic transcript reflects a students' unabridged academic history of the institution, including all letter grades.

Official transcripts are printed on official paper and then placed in sealed envelopes issued directly to the student or authorized designee. Official transcripts may be released only upon written request of the student; this is done in accordance with the Family Educational Rights and Privacy Act (FERPA). The university does not charge a fee for transcripts. Students are only allowed 20 transcripts per year. Official transcripts will not be released if a student is not current in all financial obligations to the university. Transcripts are not official if faxed. Allow three business days for processing. Students intending to pick-up transcripts in person must make the request in person at Student Academic & Financial Services or complete a transcript request form.

Unofficial transcripts may be obtained on uconnect.

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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
Withdrawal	W	0.00

AU	Audit
GP	Grade Pending
I	Incomplete
NC	No Credit (non-punitive withdrawal)
NG	No Grade
S/U	Satisfactory/Unsatisfactory

Grade reports are viewable on uconnect.

PLEASE NOTE:

Any courses taken at the undergraduate level to satisfy prerequisite requirements follow the undergraduate grading system and will not be counted in the graduate-level GPA. Foundation courses with grades below a B will need to be repeated.

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.

Audit (AU)

Issued when no academic credit is granted. This grade is not calculated into the cumulative average.

Failure (F)

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

Grade Pending (GP)

A temporary mark given when the completion of course requirements is still underway. A grade pending is not calculated into the cumulative average and is generally used under extreme extenuating circumstances.

If a grade is not submitted to replace the "GP" within one year, it will automatically become an "F."

Incomplete (I)

Issued to students if they are unable to complete course requirements (because of authorized absence due to service commitment or illness). Outstanding work must be completed within two weeks of the final exam class day or the grade will automatically become an "F" and the grade will be included in the grade point average. For classes graded "S/U" (Satisfactory/Unsatisfactory), an Incomplete ("I") will change to a "U".

No Credit (NC)

A non-punitive designation issued to a student who has been authorized to withdraw from class or the university due to extenuating circumstances or who has withdrawn from the university prior to mid-term.

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. Once a grade is submitted, the cumulative average and transcript will reflect only the new grade. If a grade is not submitted to replace the "NG" within one year, it will automatically become an "F" and the grade will be included in the grade point average.

Satisfactory/Unsatisfactory (S/U)

Used for designated courses throughout the university.

Withdrawal (W)

A punitive grade is issued if a student withdraws from any scheduled course after its add/drop period has ended, or is withdrawn by a faculty member or by a member of Administration. 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.

ACADEMIC STANDARDS

Generally students must complete their program in no more than three years. 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: Students must maintain a cumulative grade point average (GPA) of 3.00. Students are allowed one term on probation if their GPA falls between 2.00 and 2.99. Failure to maintain a 3.00 GPA in any term will result in dismissal.

For students enrolled in a C.A.G.S. program: Students in the CAGS program must maintain a cumulative grade point average (GPA) of 3.0. This GPA is calculated based upon the required courses within the selected C.A.G.S. program (grades earned from previous graduate level coursework are not calculated into the cumulative GPA). If foundation courses are required, they will be included as part of the GPA. A grade of C+ or higher is required for all foundation courses. Substitute courses are generally not allowed in this program.

UNIT OF CREDIT

The university measures undergraduate and graduate academic progress using the quarter credit hour system. Courses are offered in three formats and may combine two or more of those formats, which are lecture, laboratory and experiential.

Generally, one quarter credit represents 10 hours of instruction, which include class lecture and additional activities; one quarter credit hour equals two laboratory hours or three experiential hours. Furthermore, all courses require additional hours of study and preparation outside of the classroom or learning environment.

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.

Due to the overlap in core curriculum, students who complete an M.B.A. at the university are not eligible to complete a second M.B.A. at Johnson & Wales University. However, any student who received a master's degree from Johnson & Wales University may apply for admittance to a M.Ed. or M.A.T. program at the university through Graduate Admissions. Up to two courses from the first master's degree may be transferred into the second degree, if applicable. Students must meet the entrance requirements for the prospective program to gain admittance, and be in good academic and financial standing.

GRADUATION REQUIREMENTS

Each student is required to submit an online graduation application at least two terms prior to program completion. The application ensures that students are reviewed for graduation at the correct time, that correct information is presented on the diploma, and that it is mailed to the correct address.

Graduation requires successful completion of a prescribed sequence of study and a minimum grade point average of 3.00. Students with a cumulative GPA below 3.00 will be in non-compliance with the criteria for good academic standing and may 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. Graduate courses taken three or more years ago may need to be retaken. Comparable undergraduate courses taken ten 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.

Comparable undergraduate courses completed within the past 10 years are acceptable for transfer credit. The time requirement may be waived with work-related experience and the approval of the dean. Students can choose to take the graduate school math test to exempt themselves from MATH5000.

Prerequisite and foundation courses must be completed with a prerequisite and foundation course cumulative grade point average of 3.00 or better. Additionally, foundation courses with grades below a B will need to be repeated. The academic standards for students in prerequisite and foundation courses is the same as stated for students in the M.B.A. program.

Students wishing to review credits for prerequisite and foundations courses must meet with the director of graduate admissions prior to the completion of the first term in graduate school. Students can fulfill these requirements through transfer credits or standardized testing. For possible transfer credits, an evaluation of official transcripts will be necessary. Also, students may opt to take a Challenge or CLEP exam through our standardized testing program. Students should refer to the Standardized Testing and Prior Learning Assessment Brochure for course options, policies and procedures. These options may not be exercised 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

Graduate 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. Because of the nature of the C.A.G.S. program and course offerings, a full-time schedule may not always be possible.



STUDENT SERVICES

COMPUTER AND TECHNOLOGY USE

All students are required to comply with the university's Computer and Technology Use Policy, which is accessible at www.jwu.edu/legal.

The university's Computer and Technology Use Policy prohibits students from uploading, downloading, posting, publishing, transmitting, retaining, reproducing, sharing or distributing in any way information, software, movies, music, books, articles or any other material which is protected by copyright or other proprietary right, without obtaining permission of the owner. Violation of this policy may result in the termination of a student's access to the Internet via the university's Internet system and student conduct review actions up to and including dismissal from the university.

In addition, students should be aware that unauthorized distribution of copyrighted material (e.g., songs, music and other materials), such as through peer-to-peer networks, may constitute copyright infringement and subject students to civil and criminal penalties. Copyright infringers could face statutory damages ranging from \$200 to \$150,000 for each work that is infringed as well as potential criminal penalties, including imprisonment in serious cases. Please refer to the Computer and Technology Use Policy for a further description of prohibited activities regarding use of university technology resources.

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 and weekly enhancement activities 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: Oral Communications, 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.

EXPERIENTIAL EDUCATION & CAREER SERVICES

Experiential Education & Career Services offers a variety of work programs and career services to assist students in building career skills to obtain employment and independently navigate their careers. Career services components include

- career workshops that allow students to select specific skill-building topics
- networking opportunities with industry professionals through on-campus recruiting events
- career coaching resources providing personalized mentoring on a variety of career-related topics
- work experience/internship programs designed to provide practical work experience in a student's chosen field of study while the student earns academic credit
- an online job posting system (jwu.experience.com) that students can use to search for jobs

Hundreds of employers, representing the business, hospitality, culinary and technology fields, visit campus each year to participate in recruiting events and serve as guest lecturers and classroom speakers. These activities provide students with a real-world view of industry as well as opportunities to connect with industry professionals and career options.

HEALTH SERVICES

JWU maintains two Health Services offices where health care is provided to students—one for the Downcity Campus at Wales Hall and one for the Harborside Campus at the Harborside Recreation Center.

JWU's nurses provide limited health care services. In addition, they may refer students to the university's physician who is on campus four mornings a week.

Local dentist referrals are also available from the Health Services Office.

JWU'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 all new students to submit proof of a complete physical exam within the past year, including documented proof of two doses of the MMR vaccine, a tetanus-diphtheria booster within the past 10 years, a negative tuberculosis test or chest X-ray within the last six months, three doses of Hepatitis B vaccine, and completion of the chicken pox vaccine series or proof of physician-diagnosed disease. Immunizations that are strongly recommended but not required include Hepatitis A and meningitis.

INTERCULTURAL CENTER

The Intercultural Center (ICC) was founded in 1993 to encourage efforts to respect, support and educate people of diverse backgrounds. The center exists as an integral part of campus life. Consistent with the mission of the university, its primary focus is to prepare all members of the university's diverse student body to live and work in a world characterized by increasing diversity of every kind.

The ICC is a safe and welcoming environment where all members of the campus community are offered the opportunity to celebrate their cultures and learn about those of others. It strives to bridge cultural gaps and bring together individuals of diverse backgrounds, and works to educate and develop awareness of cultural and personal differences in all people by sponsoring educational programs, 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 ICC is located in the Xavier Complex, Downcity Campus at 60 Broad Street in the center of the block bordered by 61 Pine Street, Claverick Street, 60 Broad Street and Foster Street. For more information, call 401-598-4776.

INTERNATIONAL CENTER

The International Center, which has two departments, International Student Services and Study Abroad Programs, is located at the Student Services Center on the Downcity Campus. In addition, two international student advisors from the center are located at the Student Academic & Financial Services Office in the Friedman Center at the Harborside Campus.

International Student Services

The main focus of the International Student Services Office is to help international students adhere to USCIS regulations, maintain their student 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, orientation programs and cultural programming for international students and the university community. In addition, information sessions on employment, tax and other immigration issues are offered regularly at both the Student Services Center and Friedman Center 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 JWU students. Program information and applications are available at www.jwu.edu/studyabroad. 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.

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 career interests.

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

SAFETY & SECURITY

The university's Safety & Security Office is responsible for the enforcement of school policies, security on campus, and providing public safety services for the university's students, faculty and staff. Students are encouraged to take advantage of the services and programs listed on our Web site at www.jwu.edu/safetyPVD.aspx.

Safety & Security officers patrol the campus at all times and utilize an integrated-electronic access control and digital camera system. Emergency blue light telephones are strategically located throughout the campus and directly connect callers to the Safety & Security dispatcher on duty. Safety & Security also has the ability to issue timely alerts to the campus community if necessary via an emergency notification mass-messaging system.

The Safety & Security Operations Center is open 24 hours a day, 365 days a year. Students who need help or have questions should call ext. 1103 from a university phone or 401-598-1103 from a non-university phone. Hearing impaired students may call ext. 2140 from a university phone or 401-598-2140 from a non-university phone.

In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Johnson & Wales University publishes an Annual Security Report, which discloses information about campus security, and statistics concerning reported crimes that occurred on campus, on university-controlled property, and on public property immediately adjacent to campus. A copy of the report may be obtained from the Admissions Office or Campus Safety & Security Office. You may also visit www.jwu.edu/providence/safety to view a copy of the most recent Annual Security Report.

The university maintains a log of all fires that occur in on-campus housing. In addition, in compliance with the Higher Education Opportunity Act of 2008, the university will publish annually a fire safety report which will disclose information about the campus fire safety policies and procedures and fire statistics for each residence hall. Once published, copies of the annual fire safety report may be obtained from the Campus Safety & Security Office or by visiting www.jwu.edu/providence/safety.

SPECIAL NEEDS/DISABLED STUDENTS

Johnson & Wales is dedicated to providing reasonable accommodations to allow learning disabled, physically 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.

Because some programs of study at the university have technical standards and requirements, applicants and students with special needs or physical disabilities should contact the director of the Center for Academic Support at 401-598-4689 to discuss the availability of reasonable accommodations or to obtain documentation guidelines, when appropriate.

Available reasonable accommodations for special needs students with appropriate documentation, include, but are not limited to

- Decelerated Course Load
- Preferential Scheduling
- Individualized Exams
- Note-taking Assistance
- Tape Recorders Allowed in Class
- Digital Texts
- Classroom Relocation
- Medically Excused Absences
- Support Groups
- Scribes
- Assistive Technology

For further information regarding available reasonable accommodations and the accommodations procedure, please see the Academic Support section of the Providence Campus Web site at www.jwu.edu or call the Center for Academic Support at 401-598-4689.

STUDENT ACTIVITIES

The Office of Student Activities serves multiple functions within the JWU community in supporting student needs, activities and campus programs. The office provides professional support for JWU students in their co-curricular pursuits, as well as exposure to and participation in social, cultural, educational and recreational programs.

Athletics: The university is a Division III member of the NCAA and competes in the Great Northeast Athletic Conference. The following teams represent JWU on the inter-collegiate level:

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

The intramural sports division, which grows in response to student interest, currently includes softball, indoor soccer, basketball, deck hockey, badminton, table tennis, roller hockey, flag football, lacrosse, volleyball and outdoor track.

NOTICE OF NONDISCRIMINATION

Johnson & Wales University does not discriminate unlawfully on the basis of race, religion, color, national origin, age, sex, sexual orientation, gender identity or expression, genetic information, or disability, in admission to, access to, treatment of, or employment in its programs and activities.

(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 Nondiscrimination Policy 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, or similar laws applicable in other states where the university conducts its operations.)

The following person has been designated to handle inquiries regarding the Nondiscrimination Policy: University Compliance Officer, Johnson & Wales University, One Cookson Place, Sixth Floor, Providence, RI 02903, 401-598-1423.

Inquiries concerning the application of nondiscrimination policies may also be referred to the appropriate governmental agencies listed below:

Office for Civil Rights, U.S. Department of Education, Customer Service Team, 400 Maryland Avenue SW, Washington, DC 20202-1100, 800-421-3481. This office may refer the matter to a regional Office for Civil Rights.

Rhode Island

- Equal Employment Opportunity Commission
John F. Kennedy Federal Building
475 Government Center, Boston, MA 02203
617-565-3200
- Rhode Island State Commission on Human Rights
180 Westminster Street, 3rd Floor
Providence, RI 02903-3768
401-222-2661

Massachusetts

- Equal Employment Opportunity Commission
John F. Kennedy Federal Building
475 Government Center, Boston, MA 02203
617-565-3200
- Massachusetts Commission Against Discrimination
One Ashburton Place, 6th Floor, Room 601
Boston, MA 02108
617-944-6000

Colorado

- Equal Employment Opportunity Commission
303 East 17th Avenue, Suite 410, Denver, CO 80203
303-866-1300
- Colorado Civil Rights Division
1560 Broadway, Suite 1050, Denver, CO 80202-5143
303-894-2997

Florida

- Equal Employment Opportunity Commission
One Biscayne Tower, 2 S. Biscayne Boulevard, Suite 2700,
Miami, FL 33131
305-536-4491
- Florida Commission on Human Relations
2009 Apalachee Parkway, Suite 200, Tallahassee, FL 32301
850-488-7082

North Carolina

- Equal Employment Opportunity Commission
129 West Trade Street, Suite 400, Charlotte, NC 28202
704-344-6682
- N.C. Human Relations Commission
Building Address:
116 W. Jones Street, Suite 2109, Raleigh, NC 27601
919-807-4420
Mailing Address:
1318 Mail Service Center
Raleigh, NC 27699-1318

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

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: Completion of required accounting prerequisite and foundation courses.

Quarter Credit Hours 4.5

ACCT6003 ADVANCED AUDITING

This course reviews various relevant auditing topics and enhances students' understanding of compilations, reviews and other attestation services so that they may perform certain audit procedures in a practice case format. This course is highly interactive with students working on various cases in a group format. Prerequisites: Completion of required accounting prerequisite and foundation courses, and knowledge of Excel or equivalent spreadsheet software.

Quarter Credit Hours 4.5

ACCT6020 INDIVIDUAL TAXATION

This course offer students a practical approach to understanding the complexity of the U.S. tax system. Discussion centers on the tax laws as a means of fiscal policy. The course is designed to teach students how to research and understand the initiation of tax law in the legislature, how this is brought through the Treasury Department, and how judicial interpretation affects the understanding of tax issues. Emphasis in the course is on examination of the law of individual taxation from the stand point of the Internal Revenue Code and pertinent regulations to ultimately foster an understanding of the U.S. tax system and the sources behind the law. Contemporary tax planning techniques are discussed throughout the course. Prerequisite: ACCT2011.

Quarter Credit Hours 4.5

ACCT6021 CORPORATE TAXATION

This course offers the student a practical approach to understanding the complexity of the U.S. tax system. Discussion centers on the tax laws as a means of fiscal policy. Students 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 is placed on effective planning to assist shareholders to achieve desired goals in the formation, operation and liquidation stages of a corporation. Contemporary tax planning techniques are discussed throughout the course.

Quarter Credit Hours 4.5

COMM5000 EFFECTIVE COMMUNICATION

This course introduces students to the communication skills required for graduate study and focuses on the differences between academic and business culture. Students learn how to prepare informative written documents, including the business e-mail, the business memo, the business letter and the academic research article summary. Students also learn how to deliver an informative oral presentation. The course instructor assesses student writing and presentation skills and in conjunction with the Professional Communications Center, provides individual coaching in grammar and style related issues. The course also introduces students to the basics of documentation and APA citation required in all graduate coursework. Students must pass the final exam in order to advance to COMM5500.

Quarter Credit Hours 4.5

COMM5500 STRATEGIC COMMUNICATION

This course provides students with instruction and hands-on practice in planning, executing and evaluating strategic business communication, both written and oral. The course focuses on the following: the strategic planning necessary to develop persuasive memos, letters and oral presentations; the analysis of a variety business documents; and the implementation of business strategy through completed course projects. The course uses case studies to help students critically analyze business situations in context in order to plan and

execute effective communication. ESL students must take COMM5000 prior to taking this course. Prerequisite: Completion of required foundation courses. Quarter Credit Hours 4.5

COMM6000 ADVANCED PROFESSIONAL COMMUNICATION

Strong presentation skills are vital for management success. This course focuses on developing students' advanced oral presentation skills in a workshop environment. Students learn the skills necessary to prepare professional business presentations, including instruction in advanced Power Point techniques. Students make weekly oral presentations throughout the term, are videotaped and receive individualized instructor and peer feedback. Prerequisite: COMM5500.

Quarter Credit Hours 4.5

COMM6041 COMMUNICATION SPECIAL TOPICS

This course presents students with the opportunity to explore contemporary issues in communication, both specific to business and inherent to multiple professional disciplines. Students refine their skill sets through a variety of collaborative and individual projects, presentations, case studies and research. Prerequisite: COMM5500.

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

EVNT6000 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: HOSP5600 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

EVNT6020 EVENT OPERATIONS AND RISK MANAGEMENT

This advanced course enables students to gain competence in the specific risk management, risk operations, risk assessment, planning and evaluative techniques used by professional event leaders to mitigate risk proactively. Students gain knowledge in risk management, risk operations, risk assessment, avoidance, planning and control of risk associated with events, and explore methods for eliminating, reducing and transferring these risks to improve the successful outcomes of their events. Students gain proficiency in assessing risk operations, understanding the liabilities of conducting an event, contract law, contractual responsibilities in planning and implementing an event, either for one's own organization, or acting as an agent on a fee-for-service basis. Prerequisites: HOSP5600 and completion of required prerequisite and foundation courses.

Quarter Credit Hours 4.5

EVNT6030 EVENT MARKETING & GLOBAL MEETINGS/EXHIBITIONS

This course focuses on the practical methods of event marketing using the latest information regarding cyber event marketing (event e-commerce) and effective use of the latest technology to reach targeted event markets. Additionally, students research and study global opportunities in international meetings, and engage in planning and managing global meetings, conventions and exhibitions with an emphasis on national and international perspectives. Prerequisite: EVNT6000 or EVNT6020.

Quarter Credit Hours 4.5

FISV5000 CORPORATE FINANCIAL MANAGEMENT

This course is designed for graduate school students who do not have an undergraduate degree in business. It provides instruction in financial and managerial accounting principles; business entities; the accounting equation; preparation of financial statements using the adjusted trial balance; horizontal,

vertical and common-sized financial statements analysis; financial ratios analysis; cash budgeting; the examination of cost behavior, and break even analysis. The primary objective of the course is to prepare the graduate student for advanced coverage of topics in financial management.
Quarter Credit Hours 4.5

FISV5600 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: Completion of 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 effects the understanding of tax issues. Emphasis will be placed on effective planning in the overall financial scheme. Prerequisite: FISV5600 or HOSP5600.
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. Prerequisite: FISV5600.
Quarter Credit Hours 4.5

FISV6035 MERGERS AND VALUATIONS

Merger and acquisition activity (M&A) has been running at a high pace, domestically, overseas and across borders. The study of M&A involves a complex set of accounting, legal, operational management, governance, competitive and economic issues. Finance and the concepts of valuation are at the heart of most M&A transactions. This course reviews some of the core concepts involved in mergers and acquisitions: value, negotiations, deal structuring, corporate strategy and value added, financing and tax consequences, to name a few topics. Prerequisite: FISV6030.
Quarter Credit Hours 4.5

FISV6041 FINANCE 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. Prerequisite: FISV6030.
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. Prerequisite: FISV6030 or HOSP5600.
Quarter Credit Hours 4.5

FISV6056 FUNDAMENTALS OF INVESTMENT AND PORTFOLIO MANAGEMENT

This course introduces students to the fundamentals of investment and portfolio management. It focuses student attention on the impact asset diversification has on expected portfolio outcomes. Students should complete the course with a thorough understanding of most investment vehicles and how they can be used in varying weights to influence the short- and long-term returns of an investment portfolio. Student apply the basic tenets of FISV5600 by applying ratio analysis in the course of investment decision-making. Upon completion of the course, students are better prepared to make prudent investment decisions in both their professional careers as well as their own personal financial planning. Prerequisite: FISV5600.
Quarter Credit Hours 4.5

FISV6060 MANAGING CAPITAL MARKETS

This course offers students a practical approach to understanding the best way to finance a firm for the needs outlined by management. Students 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: FISV5600.
Quarter Credit Hours 4.5

GRAD6800 GRADUATE INTERNSHIP

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: Completion of a minimum of 45 credits by the commencement of the internship and a minimum of a 3.5 GPA at time of application.
Quarter Credit Hours 4.5

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

HOSP5500 HOSPITALITY AND TOURISM GLOBAL ISSUES

This advanced survey course focuses students on the scope and depth of the industry and management responsibility as industry managers and mid- to upper-level corporate officers of various hospitality organizations. It provides students with the knowledge and skills necessary to undertake leadership responsibilities in the increasingly interdependent and complex hospitality industry. Group and individual research examined the strategic issues that are currently affecting the industry. Students complete an in- depth, industry-based project that reflects these risks and issues and their implications. Prerequisite/Corequisite: COMM5500.
Quarter Credit Hours 4.5

HOSP5600 HOSPITALITY AND TOURISM FINANCIAL MANAGEMENT

This course examines the financial processes that middle and senior managers use in the day-to-day operations of business within the hospitality industry. Students develop skill sets aimed at broadening a manager's ability to read and analyze financial reports such as the income statement, balance sheet and cash flow statement. Students complete an in-depth, industry-based research project that reflects the analysis of these statements and industry ratios and makes reasonable recommendations regarding the viewpoints of owners, lenders and management. Prerequisites: COMM5500, HOSP5500.
Quarter Credit Hours 4.5

HOSP6030 FRANCHISING AND LICENSING

This advanced course focuses on growing a business through cooperative strategies, especially franchising and licensing. Economic concepts underlying franchising are reviewed. Students learn to determine when franchising or licensing are appropriate growth strategies for a company. This course covers key management, operations and legal issues involved with these growth strat-

egies. Implementation of a franchising strategy is covered in detail, including policy development, penetration of new markets, fostering franchisor-franchisee relationships through channel communications and creating a sustainable competitive advantage. Prerequisites: COMM5500, MRKT5500. Quarter Credit Hours 4.5

HOSP6041 HOSPITALITY SPECIAL TOPICS

This course focuses on an area of study regarding a specific hospitality issue that will be covered in-depth. The selection of a topic is inspired by current developments, trends or area of expertise that is important to or affecting the hospitality industry. Prerequisites: HOSP5500, HOSP5600. Quarter Credit Hours 4.5

HOSP6045 OPTIMIZING REVENUE AND CHANNEL DISTRIBUTION

This advanced course focuses students on the scope and depth of optimization of revenue and which channels of distribution are available to the manager. Students learn the strategic and tactical effects of various marketing strategies upon enhancing the revenues of a property. Topics include revenue management and the effects of technology upon maximizing revenues, as well as the ramifications upon organizational structure, management relationships and the legal implications. Group and/or individual research examines trends affecting this quickly evolving area. Prerequisite: HOSP5600. Quarter Credit Hours 4.5

HOSP6800 HOSPITALITY AND TOURISM BUSINESS POLICY AND STRATEGY

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 is placed on those marketing and financial concepts specific to the creation of long-term business strategies. Students are 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 and internationally. Students 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: COMM5500, HOSP5600, MGMT5800, MRKT5500. Quarter Credit Hours 4.5

IBUS6000 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. Prerequisites: COMM5500, MGMT5800. 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: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6030 EUROPEAN UNION AND THE WORLD COMMUNITY

The course is designed for the student who wants to acquire fundamental knowledge of the political, economic and institutional structures of the European Union and what it means for the approximately 375 million people who live under its jurisdiction. This course examines the reasons behind Europe's movement towards integration following World War II and traces its development over the last fifty years into one of the world's economic superpowers. By surveying key developments, institutions and policies, students become familiar with how the European Union affects its member states, citizens and the world, both economically and politically. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6035 GLOBAL TRADE AND FINANCE

This course reviews the various theories and practices of international trade, importing, exporting, finance and international risk assessment. Topics examined include the balance of payments, foreign exchange markets and letter of credit. In addition, students gain insight into the ethical, international and multicultural dimensions of organizational behavior. The effective use of the international Trade Data Network is an integral part of this course. Prerequisites: COMM5500, FSV5600, MGMT5800. Quarter Credit Hours 4.5

IBUS6041 INTERNATIONAL TRADE 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. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

IBUS6045 INTERNATIONAL RELATIONS AND ORGANIZATIONS

This course introduces students to the basic principles and institutions of international relations that remain constant despite the challenges of current international conflict. The course focuses on international security, examining both power politics and alternatives to power. International conflict is examined and the work of international organizations analyzed. Enforcement of international law and the use of conflict resolution is proposed. Students examine the international economy and discuss problems arising from the North-South gap. Course requirements include research, class discussion and presentation. Prerequisites: COMM5500, MGMT5800. Quarter Credit Hours 4.5

LAW6000 LAW FOR ACCOUNTANTS

This course offers the student a practical approach to understanding the complexity in the area of law and the implications upon the accounting profession. Discussion centers on the study of business organizations, contracts, bankruptcy, wills and estates, antitrust, employment law and products liability. Emphasis is placed on the legal liability of the accountant and professional responsibility. Students gain an understanding that the accounting profession is a self-regulating industry whereby theory and reporting requirements are initiated, developed, implemented and enforced by the accounting profession. Prerequisite: LAW3010. 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

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.

Quarter Credit Hours 2.25

MGMT5600 HUMAN RESOURCE ISSUES

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.

Prerequisite: COMM5500.

Quarter Credit Hours 4.5

MGMT5800 EFFECTIVE LEADERSHIP

This course reviews how mid- to upper-level managers can become effective leaders by drawing on knowledge of the major concepts, theories and skills used in the field of organizational behavior. A major focus of this course is on developing leadership diagnostic and problem solving skills through participating in numerous analyses of the kinds of situations requiring management attention that mid- to upper-level executives are likely to encounter. Throughout this course particular emphasis is placed on the ethical, international and multicultural dimensions of organizational leadership. Students conduct research on selected topics in the fields of leadership and organizational behavior. Students also participate in a wide variety of self-assessment exercises that will help them better understand what they need to do next to become more effective leaders. Prerequisites: COMM5500 and completion of all prerequisite and foundation courses.

Quarter Credit Hours 4.5

MGMT5900 ETHICS AND CORPORATE RESPONSIBILITY

The focus of this course is to enhance the capacity of students to make difficult and necessary ethical choices on the basis of limited information and frequent conflicting values. In their future roles as professionals in a chosen field, students will face moral temptation and ethical dilemmas that resist easy answers or simple formulas for action. A major goal of this course is to develop an analysis of the important role of all stakeholders in a corporation. Case studies and community service projects will demonstrate how the firm interacts with its environment and its impact as it discharges its responsibility to the world and local community. Prerequisite: COMM5500.

Quarter Credit Hours 4.5

MGMT6000 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: COMM5500, MGMT5800.

Quarter Credit Hours 4.5

MGMT6010 PROJECT MANAGEMENT

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: COMM5500, MGMT5800.

Quarter Credit Hours 4.5

MGMT6015 OPERATIONS MANAGEMENT

Operations Management (OM) is an area of study that impacts the manufacturing and service industries. This course provides students with a broad introduction to the field of operations management in a realistic and practical manner. The course blends accounting, industrial engineering, management science and statistics to assist in solving real-world operations management problems. The course integrates case studies in many of the operations management areas of study, such as product design, quality, globalization and inventory control. Prerequisite: MGMT5800.

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: COMM5500, MGMT5800.

Quarter Credit Hours 4.5

MGMT6030 ENTREPRENEURSHIP

This advanced management course enables students to gain competence in the specific techniques used by successful entrepreneurs. This course examines entrepreneurial myths and realities, as well as the concept of corporate entrepreneurship. Prerequisites: COMM5500, MGMT5800.

Quarter Credit Hours 4.5

MGMT6041 MANAGEMENT SPECIAL TOPICS

This course will examine in detail current problems facing management in a global economy. Prerequisites: COMM5500, MGMT5800.

Quarter Credit Hours 4.5

MGMT6050 LABOR RELATIONS

This course studies the development of labor unions and labor legislation in the U.S. The course surveys the effects of union organization and representation, collective bargaining and negotiation, the grievance and arbitration process, and the laws, agencies and issues impacting labor-management relations in the public and private sector. The course also reviews basic provisions of a collective bargaining agreement and contract administration. Prerequisites: COMM5500, MGMT5600, MGMT5800.

Quarter Credit Hours 4.5

MGMT6055 LEGAL ISSUES IN HUMAN RESOURCES

Students in this course study the various legal issues that employers and employees must confront in today's corporate environment. The course involves examination and discussion of issues such as discrimination, wrongful termination, appropriate hiring and personnel practices, considerations with a unionized workforce, workers compensation and various other legal issues. Prerequisites: MGMT5600, MGMT5800.

Quarter Credit Hours 4.5

MGMT6056 CONTEMPORARY LEADERSHIP ISSUES AND STRATEGIES

Building on concepts and skills acquired in our core leadership course (MGMT5800), this advanced leadership course explores in depth the multifaceted nature and challenges of contemporary leadership. Key themes in this course include identifying contemporary leadership issues and exploring the pros and cons of using different strategies to address these issues. The primary emphasis is on learning techniques that students can use to continue to develop their leadership skills as they progress in their respective careers. Employing a seminar/workshop format, students are required to research strategies for dealing with important contemporary leadership issues that they will pursue in depth and then present to the class. By the conclusion of this course,

students are required to describe in writing the particular strategies, skills and sensibilities that they will need to continue to develop in order to fully realize their potential as leaders. Prerequisites: COMM5500, MGMT5800.
Quarter Credit Hours 4.5

MGMT6060 FACILITATING ADULT LEARNING AND PROFESSIONAL DEVELOPMENT

This course assists the human resource manager in planning, developing and administering programs for staff. It includes a study of principles of adult learning, evaluation and assessment of adult learners, and methods follow-up. The course also addresses techniques for the evaluation and review of external programs. Prerequisite: MGMT5600, MGMT5800.
Quarter Credit Hours 4.5

MGMT6065 WAGE AND SALARY ADMINISTRATION

This course reviews the fundamentals of wage and salary programs, including the development of job descriptions, performing job evaluations, conducting salary surveys, adjusting pay structures, considering differentials, and relating pay to performance. Benefit programs and related employee incentive and service programs are also covered. Ways to link performance to both monetary and non-monetary rewards will be reviewed, including profit sharing, bonus plans, stock options, awards and special rewards for managerial personnel. Legislative restraints and tax treatments are discussed and behavioral theories are highlighted as they apply in this area. The incorporation of technology as it relates to Human Resource Management Systems that increases efficiency in pay, benefits administration, and aligning HR with organizational activities are also covered. The synthesis of pay, benefits administration and HR technology integrates the selection, development and administration of practical programs and systems. Prerequisite: MGMT5600.
Quarter Credit Hours 4.5

MGMT6075 INTERNATIONAL AND COMPARATIVE EMPLOYMENT LAW

This course examines the labor and employment law of various countries important to the global economy at the beginning of the 21st century. Regional trade agreements — such as NAFTA and the European Union — are also analyzed as well as international labor standards promulgated by the International Labor Organization. Key employment issues for comparative analysis include such areas as individual employment, unions and collective bargaining, discrimination and privacy. Prerequisite: MGMT5600 or permission of dean.
Quarter Credit Hours 4.5

MGMT6800 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: COMM5500, FISV5600, MGMT5800, MRKT5500.
Quarter Credit Hours 4.5

MRKT5010 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 4.5

MRKT5500 STRATEGIC SERVICES MARKETING

This course assists students in identifying the role of consumer behavior in marketing services and the various marketing strategies and opportunities commonly used in the services industry. Students perform assessments of various marketing plans common to the services industry and demonstrate strategic thinking in situated examples. Students discuss the unique elements of the service industry as they affect marketing strategies, use various analytical tools to measure marketing strengths and weaknesses of a firm, and indicate the specific marketing opportunities within a company that are most likely to produce profits. Prerequisite/Corequisite: COMM5500.
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: COMM5500, MRKT5500.
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: COMM5500, MRKT5500, RSCH5520.
Quarter Credit Hours 4.5

MRKT6035 BRAND MANAGEMENT

This advanced marketing course focuses on the role of brand management in organizations, both large and small. A key component of this course is the historical development and current evolution of brands. The role of technology is explored. Current issues in brand management are an integral part of this course. Prerequisites: COMM5500, MRKT5500.
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: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6041 MARKETING 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: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

MRKT6045 GLOBAL MARKETING

This course exposes students to domestic and international marketing concepts and philosophy as they relate to organizations. Students learn to create and utilize marketing strategies. An analysis of corporate international strategy and industry structure is included. A review of historic and geopolitical international involvement, as it relates to business strategy, is examined. Prerequisites: COMM5500, MRKT5500.
Quarter Credit Hours 4.5

RSCH5500 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. Prerequisite: MATH5000. Quarter Credit Hours 4.5

RSCH5520 RESEARCH AND ANALYSIS II

Building upon the research methods material acquired in Research & Analysis (RSCH5500), this course provides graduate business students with the fundamentals of statistical assessment and decision making. The course uses a case-based approach to address the importance of probability theory, sampling, the central limit theorem, confidence intervals and basic univariate and bivariate hypothesis testing. Prerequisite: RSCH5500. Quarter Credit Hours 4.5

Definitions of Elective Attributes

Elective courses, as designated by each program, allow students to personalize their program of study by selecting courses that will strengthen and support their individual or career aspirations. Eligible elective course offerings are defined by attribute type and are identified by appropriate colleges or schools. Special note: Individual program requirements will detail any exceptions when specific courses may not satisfy an elective requirement.

When selecting an elective, students must register the appropriate type of elective and are responsible for satisfying any prerequisites or restrictions that may be present on the elective course offering. Furthermore, the elective may not be a required course in the student's program of study.

Type of elective	Attribute type
accounting	EACC
arts & sciences	EASC
baking & pastry	EBAP
career elective	ECAR
criminal justice	ECJS
culinary	ECUL
elective ("free" elective)	any 1000-level or higher course except those notes
equine	EEQN
financial services	EFIN
graduate	EGRD
hospitality	EHSP
international business	EIBU
technology	ETEC

COURSE NUMBERING SYSTEM

Alpha Code	Discipline	Alpha Code	Discipline	Alpha Code	Discipline	First Digit
ALAN SHAWN FEINSTEIN GRADUATE SCHOOL		THE HOSPITALITY COLLEGE		SCHOOL OF EDUCATION		1 Freshman level
COMM Communication		FSM Food Service Management		EDUC Education		2 Sophomore level
EVNT Event Leadership		HOSP* Hospitality Management		SPED Special Education		3 Junior level
GRAD Graduate Studies		IHTV International Hotel & Tourism				4 Senior level
CAREER DEVELOPMENT		MGHI Management in the Hospitality Industry		SCHOOL OF TECHNOLOGY		5-6 Graduate level
CAR Career Management		SEE Sports/Entertainment/Event Management		CAD Computerized Drafting		7-9 Doctoral level
COLLEGE OF BUSINESS		TRVL Travel/Tourism		CGRA Computer Graphics		Miscellaneous
ACCT* Accounting				CSIS Computer Science		GS Denotes a general studies course outside of the School of Arts & Sciences
ADVC Advertising Communications		SCHOOL OF ARTS & SCIENCES		DME Digital Media		HO Denotes an honors-option course
ECON* Economics		ARA Arabic		ENGN Engineering		HY Denotes a hybrid format course
ENTR Entrepreneurship		ART Art		FIT Foundations in Technology		OL Denotes an online course
EQN Equine		CSL Community Service Learning		ITEC Information Technology		PT Denotes a course in which performance transcript skills are measured
FISV* Financial Services Management		ENG English		PRMG Project Management		SL Denotes a possible service learning module
IBUS* International Business		ESL English Language Institute		TECX Technology Experiential Education		WI Denotes a writing-intensive course
LAW* Law		FREN French		OTHER		
MGHI Management in the Hospitality Industry		GER German		ABRD Academic International Programs		
MGMT* Management		HIST History		PHYS Physical Education		
MRKT* Marketing		HUM Humanities				
RTL Retail		LEAD Leadership Studies		Numeric Values		
COLLEGE OF CULINARY ARTS		LIT* Literature		0001-0999	Non-credit and/or institutional credit courses	
BPA Baking & Pastry Arts		MATH* Mathematics				
CUL Culinary Arts		PHIL Philosophy		1000-1999	Introductory courses	
FSM Food Service Management		PSCI Political Science		2000-3999	Intermediate courses	
NUTR Culinary Nutrition		PSYC Psychology		4000-4999	Advanced courses	
		REL Religion		5000-6999	Graduate courses	
		RSCH* Research		7000-9999	Doctoral courses	
		RUS Russian				
		SCI Science				
		SOC Sociology				
		SPAN Spanish				

* These codes also exist for graduate courses.

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 New England Library Network
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 The Noble Academy of Empress St. Theodora Inc., USA
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HISTORY OF THE UNIVERSITY

The special approaches to career education at Johnson & Wales University (JWU) have evolved over more than 90 years' time and continue to adapt as the university responds to the changing needs of business and industry. Johnson & Wales was founded as a business school in 1914 in Providence, R.I. by Gertrude I. Johnson and Mary T. Wales. From its origins as a school devoted to business education, JWU has grown to a junior college, to a senior college, and ultimately to university status.

The university became well established because of its strong commitment to specialized business education and the high ideals of its founders. In 1993, JWU received regional accreditation from the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges (NEASC). Accredited since 1954 by the Accrediting Council for Independent Colleges and Schools (ACICS), the university consolidated its institutional accreditation efforts under NEASC on June 30, 2000.

In 1963, the State of Rhode Island granted a charter which authorized the university to operate as a nonprofit, degree-granting institution of higher learning and to award associate degrees in the arts and sciences. In 1970, the State of Rhode Island approved a revision in the university's charter to award baccalaureate degrees. 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.

The charter was amended in 1988, changing the institution's name to Johnson & Wales University. In 1992, the governor of the State of Rhode Island signed into law a new legislative charter with university status.

A new career emphasis was introduced at JWU in 1973, when the university announced the opening of what is now known as the College of Culinary Arts and the addition of a new associate degree program in that field. This proved to be one of the most far-reaching changes in the educational expansion of the university, leading to additional two- and four-year degree programs in the hospitality and food service fields.

In 1984, a JWU campus was established in Charleston, S.C., which offered a variety of two- and four-year programs in food service, hospitality and travel-tourism. The Norfolk, Va. Campus opened to the public in 1986. It offered one- and two-year food service programs.

In 1985, graduate degree programs were introduced at the university. The Alan Shawn Feinstein Graduate School now offers an M.B.A. degree program in Global Business Leadership with concentrations in Accounting, Financial Management, International Trade, Marketing, and Organizational Leadership. It also offers an M.B.A. degree program in Hospitality with concentrations in Event Leadership and Marketing. A Certificate of Advanced Graduate Study (C.A.G.S.) is offered in Hospitality, Human Resources Management and Finance.

The School of Education offers an M.A.T. in Teacher Education leading to certification in business education, food service education, elementary education, elementary special education, or secondary special education. It also offers an M.Ed. in Teaching and Learning and an Ed.D. in Educational Leadership.

In 1992, a joint educational agreement allowed the university to begin programs on the campus of the Institute of Higher Marketing (IHM) Business School in Göteborg, Sweden. JWU established a formal, independent learning site there from 1994–2004, giving business and hospitality students the opportunity to complete one year of study in Sweden and finish their degrees at one of the university's domestic campuses.



Also in 1992, JWU opened another campus in North Miami, Fla., which now offers two- and four-year food service, business and hospitality programs.

That year also marked the university's formal establishment of the College of Business, The Hospitality College, the College of Culinary Arts and the School of Technology. A new emphasis on general studies was introduced in 1992 as well, with the development of the School of Arts & Sciences.

The university's School of Technology also offered courses in Worcester, Mass. from 1992 to 2002.

In 1993, JWU opened a campus in Vail, Colo., which offered an accelerated associate degree program in culinary arts to college graduates. That year also marked the beginning of a four-year bachelor's degree offering in culinary arts.

In 1995, the university created an International Hotel & Tourism Management program which offers unprecedented opportunities in international hotel management education. Students from around the world may choose from a variety of options both at JWU and abroad.

Technology programs offered by the university include Network Engineering, Graphic Design & Digital Media, Computing Technology Services, Engineering Design and Configuration Management, and Technology Services Management.

September 2000 marked the opening of the Denver, Colo. campus, which offers two- and four-year degrees in baking & pastry arts, culinary arts, hospitality, business and criminal justice, as well as the "Garnish Your Degree" accelerated associate degree program originally offered in Vail. In 2000, the Vail Campus was merged with the Denver Campus.

In 2002, the university made a strategic decision to consolidate its smaller Charleston and Norfolk campuses to build a campus in Charlotte, N.C. JWU's Charlotte Campus opened in fall 2004 and offers associate and bachelor's degree programs in business, culinary arts and hospitality. The Charleston and Norfolk campuses officially closed in May 2006.

In keeping with its tradition of focusing on the best interests of students and responding to industry, it was determined in April 2006 that beginning with the 2008–2009 academic year, JWU's College of Business and The Hospitality College would move away from offering associate degrees and instead have students customize their education through specializations or concentrations at the baccalaureate level alone. This decision did not impact the College of Culinary Arts and the School of Technology where the two-year degree continues to be relevant.

Each year the university grows in program offerings and physical facilities. At the same time, JWU also grows in recognition and prestige, making contributions to the community, government and industry.





Alan Shawn Feinstein Graduate School Application Instructions

ALAN SHAWN FEINSTEIN GRADUATE SCHOOL ADMISSIONS
8 Abbott Park Place, Providence, RI 02903 USA
Fax 401-598-1286

Phone (inside U.S.) 1-800-342-5598, ext. 1015
Phone (outside U.S.) 401-598-1015

E-mail gradschool@admissions.jwu.edu
www.jwu.edu/grad

In order to consider your application to a graduate program at Johnson & Wales University, the university must receive the following documents:

- 1. Signed application
- 2. Transcripts (marksheets) of graduate/undergraduate work
 - 2a. For domestic students, original official transcripts are required.
 - 2b. For international documents only, original or notarized (certified) copies are acceptable.**All documents should be printed or typed** and sent to the Graduate Admissions Office.
These offices are available to assist you with any questions or concerns you may have.
Please call the phone numbers above for assistance.
- 3. Two personal references (copies/faxes/e-mails are acceptable) from individuals familiar with your educational and professional background and your potential for graduate studies, returned directly to the address listed above.
- 4. Statement of purpose
- 5. Graduate school scholarship form (optional)

Additionally

■ FOR M.B.A. ADMISSION

- Test scores from GMAT or GRE (recommended)

■ FOR C.A.G.S. ADMISSION

- Transcripts showing graduate degree attained (see above for transcript directions)

■ INTERNATIONAL APPLICANTS

In addition, international applicants (applicants who are not U.S. citizens or permanent residents) must mail:

- 6. Declaration & Certification of Financial Support
- 7. Certified Bank Statement
- 8. A copy of the biographical section (name, date of birth, country of issuance) of your current passport
- 9. TOEFL score of 550 or better on the written TOEFL, 210 or better on the computerized TOEFL, 80 or better on the Internet-based TOEFL, or 77 or better on the MELAB (unless you apply for English as a Second Language or you are transferring with a degree from an American university or a school in a country where English is the native language)

If you have previously attended a Johnson & Wales University graduate program, please contact Student Academic Services for enrollment information.



Alan Shawn Feinstein Graduate School

Application for Admission

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E-mail gradschool@admissions.jwu.edu
www.jwu.edu/grad

PLEASE PRINT OR TYPE. Correspondence is via e-mail. If you have previously attended a JWU graduate program, please contact Student Academic Services for enrollment information.

■ APPLICANT INFORMATION

Gender ☐ Male ☐ Female Date of Birth _____

Month

Day

Year

Last Name/Family Name /Surname

First Name/Given Name

Middle Name

Permanent Address

Mailing Address (if different)

Telephone () ()
Country Code City Code Number

Fax () ()
Country Code City Code Number

E-mail Address (**MANDATORY — PRINT OR TYPE**)

Rep E-mail Address (if applicable)

Country of Birth

Country of Citizenship

Maiden Name (if applicable)

Are you a full-time employee at Johnson & Wales University?

☐ Yes ☐ NoDo you hold a valid U.S. visa? ☐ Yes ☐ No

Are you a citizen of the United States?

☐ Yes ☐ No

If YES, circle visa type: B-1 B-2 F-1 F-2 H-1 J-1 J-2 L-1

If NO, do you hold permanent resident status?

☐ Yes ☐ No

Other _____

Have you ever been convicted of a felony? ☐ Yes ☐ NoHave you ever been convicted of a felony or had a felony-type charge sustained against you in a juvenile proceeding? ☐ Yes ☐ No

The following ethnicity and race questions are optional. Any information that you provide will not be used in a discriminatory manner.

Are you Hispanic or Latino? ☐ Yes ☐ No

Choose one or more of the following:

☐ American Indian or Alaska Native☐ Native Hawaiian or Other Pacific Islander☐ Asian☐ White☐ Black or African American

APPLICATION FEE WAIVED
To help offset the expense associated with college applications, Johnson & Wales University allows students to apply for admission at no cost.

■ ENTRANCE INFORMATION

I am applying for admission for the term beginning: ☐ September ☐ December ☐ March ☐ June Year _____

(Please refer to the information listed in the catalog under your selected major for eligible entrance dates.)

☐ I am applying for **English as a Second Language** followed by the Pre-M.B.A. or degree program and concentration checked in Program Selection.

☐ I have met the English proficiency requirement and I am applying for the degree program and concentration checked in Program Selection.

(Minimum English proficiency requirement is a TOEFL score of 550 on the written TOEFL, 210 on the computerized TOEFL, or 80 on the Internet based TOEFL — an IELTS score of 6.5, or a MELAB score of 77.) Please include a certified copy of score as stated above.

☐ I am applying for the **Pre-M.B.A.** program and the program checked under Program Selection.

☐ I am applying for the **4+1 B.S./M.B.A.** program (*returning JWU students only*) and the program checked under Program Selection.

I am applying as a: ☐ Returning JWU student (completed bachelor's degree at JWU) ☐ Returning JWU student for the Accelerated Accounting option

☐ First Time JWU Student ☐ Transfer Student (from another American graduate school) Name of School _____

PLEASE FILL OUT OTHER SIDE

■ PROGRAM SELECTION

(evening classes with some day classes available)

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

- ☐ Accounting
☐ Financial Management
☐ International Trade
☐ Marketing
☐ Organizational Leadership

M.B.A. in
Hospitality with
Concentrations

- ☐ Event Leadership
☐ Marketing

C.A.G.S. in

- ☐ Finance
☐ Hospitality
☐ Human Resources Management

■ EDUCATIONAL HISTORY AND TRANSFER CREDITS

Please list all graduate and undergraduate institutions in which you are presently enrolled or have completed a program of study. Submit official transcripts of graduate/undergraduate work. Requirements for consideration of transfer credit include completion of graduate-level courses with a B or better in the last three years. Transcripts of these courses must be filed with the Graduate Admissions Office prior to completion of the first term of enrollment.

Name of Institution

Address

Country

Dates Attended (From Month/Year to Month/Year)

Certificate/Diploma/Degree Received

Name of Institution

Address

Country

Dates Attended (From Month/Year to Month/Year)

Certificate/Diploma/Degree Received

■ HOW DID YOU LEARN ABOUT JWU? (please check one)

☐ Reputation ☐ Peterson's Guide ☐ Direct Mail ☐ Referral ☐ Graduate School Guide ☐ JWU Student/Graduate ☐ Internet/Web site

☐ Print

please specify which one

☐ Fair/Info Sessions

please specify which one

☐ Radio

please specify which one

☐ Other

please specify which one

☐ JWU Representative

please specify which one

■ APPLICANT SIGNATURE (Required)

By submitting this application, I certify to Johnson & Wales University that all information in this application and in my supporting documentation is true, correct, and complete (including the listing of all other colleges or postsecondary institutions attended by me). Johnson & Wales University does not retain all application material submitted by the applicant. I hereby authorize the university to obtain my official high school or secondary school transcript and all college or postsecondary transcripts from the schools and institutions that I have attended. I give permission to the university to contact and share information with issuing institutions or other appropriate third parties for the purpose of verifying any documentation or information I have provided. I understand and agree that the university may revoke my acceptance or enrollment if any information or documentation provided by me is false or incomplete or if the university learns of any past or present misconduct by me that would affect my ability to represent and uphold the high standards of the university. If I enroll at Johnson & Wales University, I agree that I will satisfy all financial obligations incurred by me and comply with and uphold the policies, rules and regulations of the university. I authorize the university to use my name, image and/or voice (and recordings in which they appear) in any manner or media for university purposes, including, but not limited to, marketing and publicity purposes.

Applicant's Signature

Date

Johnson & Wales University does not discriminate unlawfully on the basis of race, religion, color, national origin, age, sex, sexual orientation, gender identity or expression, genetic information, 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: Sandra Lawrence, University Compliance Officer, Johnson & Wales University, One Cookson Place, 6th Floor, Providence, RI 02903, 401-598-1423. Inquiries concerning the application of nondiscrimination policies may also be referred to the Office for Civil Rights, U.S. Department of Education, Customer Service Team, 400 Maryland Avenue SW, Washington, DC 20202-1100, 800-421-3481. Residents of Georgia may utilize the refund policy required by Georgia law. In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Johnson & Wales University publishes an Annual Security Report which discloses information about campus security and statistics concerning reported crimes that occurred on campus, on university-controlled property and on public property immediately adjacent to campus, and commencing in October 2010, the university will publish an Annual Fire Safety Report which will disclose information about fire safety policies, statistics and procedures. Copies of the reports may be obtained from the Admissions Office or by searching keywords "annual security report" at www.jwu.edu. Completion and graduation rate data for specific cohorts of first-time, full-time undergraduate students is available. Contact the Student Academic & Financial Services Office for assistance with obtaining this information.

GRADUATE PROGRAM SCHOLARSHIP FORM

ALAN SHAWN FEINSTEIN GRADUATE SCHOOL ADMISSIONS

8 Abbott Park Place Providence, RI 02903 USA

Phone (inside U.S.) 1-800-342-5598, ext. 1015

Phone (outside U.S.) 401-598-1015

Fax 401-598-1286

E-mail gradschool@admissions.jwu.edu

www.jwu.edu/grad



Please fill out completely (print or type) and return to the address listed above.

CONDITIONS AND RESPONSIBILITIES

Graduate school scholarships are awarded to students who maintain full-time status (9 quarter credits total per term) and reflect an ability to excel in their studies.

Applicants must submit their scholarship form with their application to the Graduate Admissions Office and must include a résumé that highlights their accomplishments.

APPLICANT PROFILE

Last Name/Family Name /Surname First Name/Given Name Middle Name

Current Address

Country of Citizenship Maiden Name (if applicable) Term

Applicant's Signature

List outstanding achievements in academic and related areas. Continue on additional paper if necessary.

A RÉSUMÉ MUST BE INCLUDED WITH THE SCHOLARSHIP FORM.

Academic Honors (includes GPA, division or class ranking):

Professional Accomplishments:

Organization Memberships:

Community Service:

INTERNATIONAL GRADUATE STUDENT DECLARATION AND CERTIFICATION OF FINANCIAL SUPPORT

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Fax 401-598-1286
E-mail gradschool@admissions.jwu.edu
www.jwu.edu/grad



TO BE COMPLETED BY APPLICANT

U.S. Immigration Law requires you to certify that you have sufficient funds available for your academic and living expenses.

Date of Birth Month Day Year

Sex Male ☐ Female ☐

Last Name (Family Name)

First Name (Given Name)

Permanent Address

Mailing Address

Telephone () ()
Country Code City Code Number

E-mail Address

Fax () ()
Country Code City Code Number

Major

TO BE COMPLETED BY SPONSOR (all international students must have their sponsor complete this section)

Date of Birth Month Day Year

Sex Male ☐ Female ☐

Last Name (Family Name)

First Name (Given Name)

Mailing Address

Telephone () ()
Country Code City Code Number

E-mail Address

Relationship to Applicant

U.S. Dollars Available for Support

This document must be accompanied by an **Original Bank Statement** showing the availability of a minimum of U.S. dollars sufficient to cover tuition and living expenses per academic year.

SOURCE OF FUNDS

Personal Savings

Please submit a Bank Statement verifying the amount available and complete the Sponsor Section.

Family Funds

Please submit a Bank Statement verifying the amount available and complete the Sponsor Section.

Government Sponsor

Please submit official letter indicating amount and availability of funds.

Business/Organization Scholarship

Please submit official letter indicating amount and availability of funds.

Other (Specify)

Please submit official letter indicating amount and availability of funds.

AMOUNT IN U.S. DOLLARS

I agree to accept full responsibility for the expenses of the above mentioned applicant during his/her studies at Johnson & Wales University.

Signature of Applicant

Date

Signature of Sponsor

Date

This catalog is an official publication of Johnson & Wales University. As such, it is subject to revision at any time. The university reserves the right to add, withdraw or revise any course, program of study, provision or requirement described within the catalog as may be deemed necessary.

Occasionally, program requirements will vary by the printing date of the catalog. Requirements stated in the edition printed closest to the September enrollment date will take precedence.

Students should read and fully understand the rules, regulations and policies described in this catalog. Additionally, all enrolled

students are expected to be familiar with the contents of the Providence Campus Student Handbook. The Providence Campus Student Handbook contains important information concerning the academic performance and personal conduct of students as well as university grievance procedures. It also outlines the conditions under which students may be placed on probation or suspension from the university. The Providence Campus Student Handbook is available online at www.jwu.edu. Copies of the handbook are also available at the Student Academic & Financial Services Office.



JOHNSON & WALES
U N I V E R S I T Y

Graduate Admissions Office

8 Abbott Park Place
Providence, RI 02903 U.S.A.

Phone:

1-800-DIAL-JWU (1-800-342-5598)
ext. 1015 (U.S.A. only)

Outside U.S.:

401-598-1015

Fax:

401-598-1286

E-mail:

gradschool@admissions.jwu.edu

Web Address:

Graduate School Programs
www.jwu.edu/grad

Apply Online
www.jwu.edu/apply

Visit Us
www.jwu.edu/providence/visit

Financial Aid
www.jwu.edu/financialaid



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