<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, August 27</td>
<td>Classes begin</td>
</tr>
<tr>
<td></td>
<td>Drop/Add period for WCAS students begins</td>
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<tr>
<td></td>
<td>Registration for BC day students approved to take WCAS fall courses begins</td>
</tr>
<tr>
<td>Monday, September 3</td>
<td>Labor Day - no classes</td>
</tr>
<tr>
<td>Wednesday, September 5</td>
<td>Last date for WCAS students to withdraw from a class with 100% refund of tuition</td>
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<tr>
<td></td>
<td>Last date for WCAS students to drop/add classes for fall 2018</td>
</tr>
<tr>
<td>Friday, September 7</td>
<td>Last date for WCAS students to withdraw from a class with 80% refund of tuition</td>
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<tr>
<td>Friday, September 14</td>
<td>Last date for WCAS students to withdraw from a class with 60% refund of tuition</td>
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<tr>
<td>Friday, September 21</td>
<td>Last date for WCAS students to withdraw from a class with 40% refund of tuition</td>
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<tr>
<td>Friday, September 28</td>
<td>Last date for WCAS students to withdraw from a class with 20% refund of tuition</td>
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<tr>
<td>Monday, October 8</td>
<td>BC Fall Break no classes</td>
</tr>
<tr>
<td>Tuesday, October 9</td>
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<tr>
<td>Thursday, November 8</td>
<td>WCAS registration for Spring 2019 classes begins</td>
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<tr>
<td>Wednesday, November 21</td>
<td>Thanksgiving Holidays - no classes</td>
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<td>to</td>
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<tr>
<td>Saturday, November 24</td>
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<tr>
<td>Monday, November 26</td>
<td>Last date for official withdrawal from a course or from Boston College</td>
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<tr>
<td>Tuesday, December 11</td>
<td>WCAS term examinations</td>
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<tr>
<td>to</td>
<td></td>
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<tr>
<td>Monday, December 17</td>
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Dorothy Day was inspired by the idea that we are to create the “kind of society where it is easier for people to be good.” This is no small task. It demands transformation at all levels: from individual minds and hearts all the way to the grand systems and structures that we inhabit. In this day and age, education is often related to as a consumer product with little bearing on our sense of ethical responsibility to the world and its workings. One of the fundamental distinctives of a Boston College education is its investment in the sensibility that so inspired Dorothy Day. Education is meant to call us to be more. Not for the sake of self-aggrandizement, greater securities, climbing a ladder, and so forth. But rather, for the purpose of transforming present realities and re-shaping society so that human dignity, love, justice, and peace have a greater chance of prevailing. Education, with this frame, becomes a rigorous journey to learn skills that promote hospitality, challenge our fixed notions so that we can see more complexly and truthfully, expand our hearts to listen and attune more carefully, and enrich our creative potential in order to employ new means of responding to the pressing issues of our day. This is what is meant by Boston College’s motto, Ever to Excel.

At Boston College’s Woods College of Advancing Studies, we count it a privilege and honor to be entrusted with this sacred moment of our students’ lives. A moment when students are seeking deeper formation and a more fully informed imagination. In our school, education does not discriminate between the various domains of a person. It addresses the intellectual, religious, ethical, and character development of each and every one of us. This is true across all of the Woods College programs from our undergraduate Psychology major to our Masters of Science in Cybersecurity Policy and Governance. Our faculty and staff are tremendously dedicated to this picture and go above and beyond to ensure that students receive the attention and quality engagement that facilitates these very things.

It is through this educational mission, drawing deeply from the wells of the Catholic and Jesuit traditions, that we can begin to form individuals who will become leaders and champions of a society which engenders goodness.

We recognize that the majority of students attending the Woods College of Advancing Studies do so with great personal sacrifice, many managing a variety of work and family responsibilities and carving out this space on top of and beyond their other roles and obligations. Therefore, it has been the unique mission of the school, since its inception and most certainly under the 44 year deanship of Fr. James A. Woods, S. J., to create a Boston College educational experience that is flexible, applied, and innovative and that provides the means for our students to achieve their educational goals amidst many other demands upon their time. We strive for all of this while remaining fully dedicated to the vision of personal and social formation described above.

We welcome you to Boston College’s Woods College of Advancing Studies community and we fundamentally believe that as you become more, this world will become an easier place for good to be done. We count it an honor to travel with you in this exciting educational journey.

David M. Goodman, Ph.D.
Interim Dean
Woods College of Advancing Studies
Boston College
Letizia Affinito, Ph.D. Catholic University of the Sacred Heart (Milan)
Kevin Ainsworth, B.S. Boston College, J.D. New England School of Law, Cand. C.P.A. Massachusetts
Philip Aldrich, B.S. U.S. Military Academy West Point, M.S. C.I.S. Boston University, M.S. A.S. Boston University
Anatoly Arlashin, B.S., M.A. National Research University HSE Moscow, M.A. New Economics School Moscow, Ph.D. Boston College
Janice M. Barrett, B.S. Boston College, M.S. Boston University, M.Ed., Ed.D. Harvard University
Nathaniel Bastian, B.S. U.S. Military Academy, M.S. Maastricht (The Netherlands), M.A., Ph.D. Penn State
Sabrina Basu, B.S., M.S. Boston College
Alex Bloom, A.B. University of California at Santa Cruz, A.M., Ph.D. Boston College
Donald Brady, A.B. Holy Cross, M.S. Stevens
Robert Bradley, B.S. Bridgewater State University, A.B.D. Northeastern University
Susan Bradley, A.B. Harvard University, M.A. Boston College, Ph.D. Northeastern University
Kristin Bullwinkel, A.B. Smith College, J.D. Suffolk University
D. M. Therese Byrne, B.S. University of Colorado Boulder, M.B.A. Boston College
Donnana Canavan, A.B. Emmanuel College, Ph.D. Columbia
Michael Cermak, M.S. Boston University, M.A., Ph.D. Boston College
Daniel W. Chambers, B.S. University of Notre Dame, A.M., Ph.D. University of Maryland
Piyush Chandra, B.A. Delhi, M.A. Delhi School of Economics, Ph.D. Maryland-College Park
Patricia Clarke, B.A. Boston College, M.B.A. Babson College
Matthew Clemente, M.A., Ph.D. Boston College
Marie Clote, D.E.A. Universite Paris VII
Charles Coakley, B.A. Boston State College, M.B.A. Babson College
Jennifer S. Cole, A.A. Simon's Rock College, B.S. University of Massachusetts, M.S. Bard College, Ph.D. Syracuse University
Colin Connors, B.A. St. Anselm, M.A., Ph.D. Boston College
Karen Daggett, A.B. Southwestern Louisiana University, A.M. Universidad Nacional Autónoma de México, M.A. Boston College
Nadim Daou, B.S. U Mass Lowell, M.S., M.B.A. Western New England University
John Darr, A.B., A.M. Wheaton College (Illinois), Ph.D. Vanderbilt University
Andrea Defusco, A.B., A.M. Boston College
Matthew DelSesto, M.A. The New School, M.A. Boston College
James DiLoreto, B.S. U Mass Amherst, M.S. Boston College
Gerard Donnellan, B.A. Marist College, M.A. New School for Social Research, Ph.D. California School of Professional Psychology, graduate, Massachusetts Institute for Psychoanalysis
Howard Enoch, B.A. University of Kentucky, M.F.A. Boston University, Ph.D. Boston College
David Escalante, B.A. Brown
Carol Fallon, B.S. Salem State College, Verizon Professional Certification
Katherine Fick, B.A. Calvin College, J.D. University of Chicago
Donald Fishman, A.B. University of Minnesota, A.M., Ph.D. Northwestern University
Julie Fitton, B.B.A. Massachusetts (Amherst), M.B.A. Assumption
Raymond B. Flannery, Jr., A.B. College of the Holy Cross, A.M. Boston College, Ph.D. University of Windsor
Amy Flynn, A.B. Merrimack College, M.S. Northeastern University
Cindy Frueh, B.S., M.Ed., Salem State College, M.L.I.S. Simmons College
Lawrence Fulton, B.S., Texas State University, M.H.A. Baylor, Ph.D. University of Texas Austin
Paul Garvey, A.B. Boston College, M.Sc. Northeastern University, Ph.D. Old Dominion University
David M. Goodman, B.A., Azusa Pacific University, M.A. Fuller Theological Seminary, Ph.D. Fuller School of Psychology
Katie Goodman, B.A. Lesley, M.A. Assumption
Jamie Grenon, B.A. Boston College, M.B.A. Bryant
Jennifer Gumm, B.S., M.B.A. California State University (Long Beach), Ed.D. Pepperdine
Christopher Hannan, A.B. Harvard University, M.Phil. University of St. Andrews Scotland, Ph.D. Boston College
Justin Harrison, B.A. Taylor University, M.A. University of Toledo, Pd.D. Loyola University Chicago
Sean Hennessey, B.A., M.B.A. Boston College
Elisabeth Hiles, A.B., M.S. Boston College, Ph.D. Pepperdine
Deborah Hogan, B.A. Boston College, M.S. U Mass Amherst
Brittany Jeye, B.S., B.A., M.A. Boston College
Martin Kane II, A.B., J.D. Boston College
Stephen Kurkjian, A.B. Boston University, J.D. Suffolk University, Pulitzer Prize, '72, '80, '03
Tom MacDonald, A.B. Stonehill College, M.B.A Boston College, M.F.A. University of Southern Maine
Scott Madden, B.A. Boston College
Rene Marcotte, B.S., M.B.A. Bentley University

John C. McConnell, A.B. Michigan State University, M. Arch. Harvard University

Andrew McConville, B.A. Boston College, J.D. Suffolk Law School

Brian McDonald, B.S., M.S. Boston College

Richard McGowan, S. J., B.S. Widener University, M.A. University of Delaware, M.Div., Th.M. Weston School of Theology, D.B.A. Boston University

Martin Menke, A.B. Tufts University, A.M., Ph.D. Boston College

Judge James Menno, Probate and Family Court (ret.), A.B., Ph.L., J.D. Boston College

Barbara Mikolajczak, B.S., Boston University

Peter Moloney, B.A. Cork, M.A., Ph.D. Boston College

Michael Moore, A.B., A.M., Ph.D. Harvard University

Jade Morris, B.A. Massachusetts College of Liberal Arts, M.Ed. Springfield College

Ted Murphy, A.B. Boston College

Marie Natoli, A.B. Hunter College, Ph.D. Tufts University, M.B.A., J.D. Suffolk University

Anna Nielsen, A.B. Boston College, M.S., Ph.D. University of Illinois Urbana-Champaign

William Oates, A.B. Boston College, J.D., L.L.M. Suffolk University Law School

Gregory O’Brien, B.S. Cornell University, M.B.A. New York University

Gokce Olcum, B.S., M.A. Sabanci (Turkey), Ph.D. Bilkent (Turkey)

Hans Olson, Assistant Undersecretary for Homeland Security; Anti-Terrorism & Cyber Security, Massachusetts Executive Office of Public Safety & Security

Ataman Ozyildirim, Ph.D. Pennsylvania State University

Michael Paul, A.B., A.M. London School of Economics and Political Science, Ph.D. Boston College

Adam Payne, B.A. University of Central Florida, M.A. University of North Carolina Charlotte, Ed.D. University of Pennsylvania

Anne Pluto, B.A., M.A., Ph.D. State University of Buffalo

Kevin Powers, B.A. Salem State, J.D. Suffolk University

Claudia Pouravelis, A.B., M.A. Boston College, Ed.D. Johnson & Wales University

Robert Prior, B.S. Salem State University, M.S. St. Thomas University, Ed.D. Nova Southeastern University

G. M. Rife, B.S. Shepherd University, M.S. Virginia Tech, M.S. University of North Carolina Charlotte, Ph.D. University of Illinois Chicago

Robert Rosenthal, A.B. Boston College, A.M., Ph.D. Bowling Green University Ohio

Timothy Russell, B.S. Bethune-Cookman University, M.B.A. Nova Southeastern University

Dustin Rutledge, A.B. Pennsylvania State University, M.F.A. University of Notre Dame

Edmond Ryan, A.B. Boston College, M.S. Suffolk University, C.F.A.

Kwasi Sarkodie-Mensah, A.B. Ghana, M.S. Clarion University, Ph.D. University of Illinois

Akua Sarr, A.B. Dartmouth College, M.A., Ph.D. University of Wisconsin Madison

Eric Severson, B.S. Northwest Nazarene University, M.Div. Nazarene Theological Seminary, Ph.D. Boston University

Ayse Esin Sile, B.A. Bilkent University, M.A. Johns Hopkins, M.A. Brown, Ph.D. Georgetown

Fahlino Sjuib, B.S. Paranyangan University, M.A. Western Illinois University, Ph.D. Kansas State University

Josh Snyder, B.A. Theology, B.A. Philosophy St. Peter’s, M.A. Villanova, Ph.D. Boston College

Vincent Starek, M.B., EDHEC, M.B.A. Boston College, C.F.A.

Michael Steinmetz, Director, Digital Risk & Security, Strategy & Planning - National Grid

Kenneth St. Martin, A.B., M.S. Boston College

Robert Sullivan, B.S. Bridgewater State College, A.M. Boston University, A.M., C.A.E.S. Boston College

Kevin Swindon, B.S. University of Lowell, M.B.A. Northeastern University, M.Fin. Boston College

Aleksandar Tomic, B.S. Texas A&M, M.A., Ph.D. Clemson


Cesar Vega, A.S. Quinsigamond CC, B.A. Clark University, J.D. Suffolk University

Razvan Veliche, B.S. University of Bucharest, Ph.D. Perdue University

Gustavo Vicentini, B.A.Washington College, Ph.D. Boston University

James Walker, A.B. Boston University

Aaron Walsh, Boston College

Jason Williams, B.S. Boston College, C.P.A. University of Massachusetts

Christopher Wood, A.B. Columbia University, A.M., Ph.D. Yale University

Gül Yannmaz-Karslıgil, B.A. Bogazici University (Turkey), M.B.A. Cornell, C.F.A.

Richard Zaiger, B.S. University of Massachusetts, J.D. Boston College

Rebekah M. Zincavage, B.A. Wesleyan University, M.A. Boston College, M.A., Ph.D. Brandeis University
Woods College
General Information
Fall 2018

Wcas Administration
David M. Goodman, Interim Dean
Neal Couture, Associate Dean for Administration & Finance
Martin R. Menke, Interim Associate Dean, Academic Affairs and Advising
Claudia Pouravelis, Associate Dean, Enrollment Management
Aleksandar (Sasha) Tomic, Associate Dean, Strategy, Innovation & Technology; Program Director, Master of Science in Applied Economics
Anne Severo, Assistant Dean, Financial Planning & Operations
Elisabeth Hiles, Program Director, Master of Science in Leadership & Administration; and Master of Science in Sports Administration
Diletta Masiello, Program Director, Summer Session and Boston College Experience Program
Kevin R. Powers, Program Director, Master of Science in Cybersecurity Policy & Governance
Emily Raviola, Interim Program Director, Master of Healthcare Administration

Office Location and Hours
The Woods College of Advancing Studies is located in St. Mary's Hall South, ground floor, and is open from 9:00 a.m. to 5:00 p.m. Monday through Friday. When classes are in session, the office is also open Monday through Thursday evenings until 7:00 p.m.

Registration for Fall 2018 Courses
Registration for Woods College fall 2018 courses is open until Monday, August 27. Fall semester begins Monday, August 27, 2018.

* The drop/add period for fall courses is from Monday, August 27 to Wednesday, September 5. There is no registration allowed after this date.

Continuing WCAS students may register via the Agora Portal, by mail, in-person at St. Mary's Hall South ground floor, or in the Student Services Office in Lyons Hall. Students pay for fall courses via the Agora Portal.

New students may either submit a registration form by mail, or register in-person at St. Mary's Hall South, ground floor.

WCAS students in a degree program are required to meet with an academic advisor prior to registration each semester.

Tuition and Fees Academic Year 2018-2019
Tuition for WCAS undergraduate courses for the 2018-2019 academic year is $1976 per course.

Tuition for WCAS MS in Leadership and Administration graduate courses is $836 per credit, or $2508 for a three-credit course.

Tuition for WCAS MS in Applied Economics, MS in Sports Administration, and MS in Cybersecurity Policy and Governance graduate courses is $1126 per credit, or $3378 for a three-credit course.

Tuition for WCAS MS in Healthcare Administration is $1144 per credit, or $4576 for a four-credit course.

The registration fee per semester is $25. For students wishing to audit an undergraduate Woods College course (without receiving academic credit) the fee is $988. (It is not possible to audit graduate courses.) Visiting Students (undergraduate students who have applied and been approved to take undergraduate day school courses) pay the day school per-credit rate, which is $1,820 per credit. For more information about Visiting Student status see: http://www.bc.edu/schools/advstudies/visitingstudents.html.

Mandatory Medical Insurance
The required Massachusetts medical insurance for Fall 2018 semester is $1,288. Students enrolled in a health plan that is comparable to the Boston College-sponsored plan may waive the BC coverage through your Agora Portal account. Waivers must be completed every year. All waiver forms must be submitted through the Agora Portal by September 21, 2018, for the Fall semester and/or for the entire academic year.

All fees and tuition charges are due at the time of registration.

Withdrawals and Refunds
WCAS students withdrawing from a course by the following dates will receive the tuition refund indicated below.

First Semester
- by September 5, 2018: 100% of tuition is refunded
- by September 7, 2018: 80% of tuition is refunded
- by September 14, 2018: 60% of tuition is refunded
- by September 21, 2018: 40% of tuition is refunded
- by September 28, 2018: 20% of tuition is refunded

There are no refunds beyond this schedule; fees are not refundable. An audit is considered a fee, and there is no refund for a student who withdraws from a course taken for audit. Woods College students may not change a course registration from credit to audit status, or vice-versa.

All requests for withdrawal from a course must be submitted in writing to the Woods College of Advancing Studies in St. Mary's Hall South; no course withdrawal or refund of tuition will be processed without written notification from the student.
WOODS COLLEGE
UNDERGRADUATE PROGRAMS
(DEGREE AND NON-DEGREE)

WOODS COLLEGE OF ADVANCING STUDIES
The James A. Woods, S.J. College of Advancing Studies offers both full and part-time study to undergraduate and graduate students from widely differing backgrounds and preparations who wish to maximize their experiences and master the skills necessary to advance their future careers.

Boston College fosters in its students rigorous intellectual development coupled with religious, ethical, and personal formation in order to prepare them for citizenship, service, and leadership in a global society.

Within the context of the Boston College environment, the Woods College of Advancing Studies promotes the care and attention to the human person that is the hallmark of Jesuit education while faculty and students engage in scholarship that enriches the culture and addresses important societal needs.

UNDERGRADUATE PROGRAMS
The Woods College of Advancing Studies offers the atmosphere of a small college within the environment of a large university. The professional staff at the Woods College has experience helping students arrange a realistic program of study, one that complements work responsibilities with educational goals. Students receive personal attention while enjoying access to the many resources of Boston College. A flexible admission process coupled with academic advising allows a student to select the most appropriate program based on individual needs. Courses are ordinarily scheduled on weekdays between the hours of 6:00 and 10:00 p.m., although Saturday classes are also available.

BACHELOR OF ARTS PROGRAM
The Bachelor of Arts program prepares students to address and master the challenges of a rapidly changing and increasingly complex world. A flexible, broad-based liberal arts curriculum which includes core requirements permits registrants to choose courses and programs of study reflecting individual interests and varied career objectives. The curriculum offers intensive work and a degree of disciplined mastery in a major area.

Degree Requirements:
A distinguishing characteristic of liberal arts education is a required core curriculum. The Bachelor of Arts programs require the following core courses:
- 3 English courses
- 3 Philosophy courses comprised of Logic, Ethics, and a Philosophy elective
- 3 Theology courses comprised of two sequential Theology courses and one Theology elective
- 2 Social Science courses
- 2 History courses
- 2 Language courses (Either spoken language OR foreign literature in translation)
- 1 Mathematics course
- 1 Natural Science course
- 1 Computer course
- 1 Fine Arts course
- 1 Public Speaking course

Degree candidates must fulfill all program requirements in addition to earning a minimum of 120 credits. Students are required to achieve a minimum cumulative GPA of 1.67 to be eligible to graduate.

Admission as a transfer student is also available. A minimum of sixty credits must be completed at Boston College to satisfy residency. A maximum of sixty credits may be transferred into a student’s program from regionally accredited institutions. Courses with an earned grade of C or better will be accepted in transfer; however, courses transferred from schools within Boston College may be accepted with grades of C- or better. A minimum of three semester hours is required for a transferred course to satisfy a program requirement.

For students in the degree program, the maximum course load is three per semester. Authorization for one additional course will be given only if a student has completed three courses, each with a grade of B- or better, in the previous semester.

UNDERGRADUATE MAJORS:
The Communication major provides students with a sophisticated understanding of the many ways that communication occurs in modern societies. Ranging in focus from interpersonal communication to the forms of mass communication employed by advertisers, political campaigns, and the media, the Communication major equips students to analyze information across all spheres of life. This major also helps students to develop their spoken and written communication skills.

The Corporate Systems major provides students with the practical and theoretical tools that they need in order to excel in the world of business. With an emphasis on skills such as financial analysis and computing, the Corporate Systems major also equips students to understand the inner workings of corporations and the economic forces shaping the global marketplace. Students graduate from the Corporate Systems major ready to step forward as socially responsible, ethically oriented business leaders.

The Criminal and Social Justice major provides students with a comprehensive understanding of criminality and criminal justice in modern society. Students are introduced to leading theories of criminality and explore the social, economic and psychological factors that underpin criminal behavior. At the same time, students gain an in-depth understanding of the political, legal, judicial, and law-enforcement institutions that control and punish criminal behavior.

The Economics major offers students an in-depth understanding of economic activity in modern societies. Students learn how to analyze the behavior of individual consumers and business. At the same time, they learn to apply the concepts and models that economists use in order to understand the dynamics of the economy as a whole. This major is ideal for students who want to master the theoretical tools and practical skills that are central to our market-driven society.

The English major provides students with a deep immersion in American, British, and World literature and an opportunity to become outstanding writers and communicators. Students are introduced to major writings in English spanning several centuries, learning the narrative and stylistic techniques employed by classic writers of fiction and non-fiction. Simultaneously, they develop their own ability to craft clear, compelling, and original pieces of writing.
The History major introduces students to important areas of historical research and schools of thought. Following a curriculum that encompasses European, American, pre-modern, and non-Western history, students learn to apply the tools and concepts of historical inquiry and to communicate the results of their research clearly and effectively. This major is ideal for students who are eager to deepen their understanding of the present through an immersion in the events and cultures of the past.

The Information Systems and Technology major emphasizes technical and theoretical issues in information technology. Beginning with an immersion in the basic tools and concepts of computing, students move on to examine programming, up-to-the-minute computer and web-based applications, and advanced topics in software and hardware development. Students in this major learn to apply their information technology expertise within organizations.

The Natural Sciences major is designed to give students a comprehensive overview of the three main branches of natural scientific inquiry: Biology, Chemistry, and Physics. Students take introductory courses in all three areas and then have the opportunity to pursue more advanced courses within the area that interests them the most. This major is ideal for students who want to understand how the natural world works and who are interested in learning how different branches of natural science approach the task of explaining the world.

*Please note: Due to the structure of the Natural Sciences major at the Woods College of Advancing Studies, it is important to note that most of the required major courses will need to be taken in the summer session. Summer courses are offered in an intensive format and have a higher tuition.*

The Philosophy major teaches students to address fundamental questions about knowledge, goodness, and the nature of human experience in a clear, systematic fashion. With a curriculum anchored in the great works of antiquity and the Enlightenment, the Philosophy major introduces students to all of the major fields of philosophical inquiry, including political philosophy, the philosophy of religion, and the philosophy of science. This major is ideal for students who seek to understand the world around them at its deepest level and to sharpen their critical and analytical skills in the process.

The Political Science major trains students to analyze political processes and institutions from a variety of theoretical perspectives. Building on a foundation of basic political concepts and research methods, students learn how to interpret events in American political life, how to think about the American political system in relation to political systems in other countries, how to understand the relations between states, and how to think about the role of gender in politics. Students graduate from this major with well-developed analytical and communication skills and with a strong grasp of the intricacies of political life.

The Psychology major is ideal for students who seek a comprehensive understanding of individual and group behavior. Students in this major learn to analyze human behavior from the vantage point of personality, developmental history, biology, and social context. They are also introduced to the theory and practice of psychological counseling.

The Social Science major gives students the opportunity to analyze contemporary society from a variety of social scientific perspectives. Students in this major choose courses from within Economics, History, Political Science, Psychology, and Sociology. This major is an excellent choice for students who seek a comprehensive, multi-faceted understanding of our rapidly changing social landscape.

The Sociology major is ideal for students who seek to understand the complexities of behavior and interaction in modern societies. Students in this major are exposed to the classical sociological theories and learn to apply these theories in the analysis of social phenomena. They learn to think about social phenomena in terms of social categories such as class, race, gender, education, and age. At the same time, students learn how to conduct their own original sociological research. They are given a solid grounding in both the quantitative and qualitative methods that sociologists employ in order to make sense of the social world.

The Theology major is designed to provide students with the knowledge and skills necessary for a reasoned reflection on their own values, faith, and tradition, as well as on the religious forces that shape our society and world. As a broad liberal arts discipline, Theology encourages and guides inquiries into life’s most meaningful issues from such diverse perspectives as ethics, Biblical studies, history, psychology, social studies, philosophy, and comparative religion. There is a strong, although not exclusive, emphasis on Christianity, especially as manifested in the Roman Catholic tradition.

ACADEMIC ADVISING

All degree students in Woods College have an assigned advisor, and are required to meet with their advisor at least once per semester. It is imperative to meet every semester with one’s advisor to ensure you are following your plan of study. Courses chosen that do not follow one’s approved plan of study may not count toward graduation requirement.

Academic advising is also available to non-degree and visiting students. Appointments must be scheduled in advance via the Woods College website or may be made by calling 617-552-3900.

UNDERGRADUATE ADMISSION

Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required:

- Online application form (see Woods College website)
- Application fee (through the electronic application form or $80 check or money order payable to Boston College; please do not send cash)
- Two Essays
- Official high school or GED transcript (see transcript requirements for international students)
- SAT, PSAT, or ACT standardized test scores are optional
- Two letters of recommendation
- Demonstrated English Language Proficiency required (minimum TOEFL score of 100)

NON-DEGREE STUDENTS

Non-degree students are individuals interested in taking evening undergraduate courses for academic credit, but not in applying for a degree. Such students enroll during the fall, spring, or summer registration periods upon completion of application and acceptance via the electronic application process through the Woods College website.

VISITING STUDENTS

Individuals wishing to attend undergraduate courses during the day are required to apply for Visiting Student status at the James A. Woods, S.J. College of Advancing Studies. Qualified applicants are admitted to specific undergraduate courses on an individual basis.

More specific application instructions and electronic application for those interested in applying for Visiting Student status can be found at https://www.bc.edu/content/bc-web/schools/wcas/sites/information-for/visiting-students.html.html.
PROFESSIONAL STUDIES CERTIFICATE
The Professional Studies Certificate is an end in itself for some students. For others, it may be applied toward completion of a bachelor's degree. Whatever one's ultimate goal, whether to qualify for promotion, initiate a career change, or earn an undergraduate degree, a Professional Studies Certificate can help achieve that objective. The number of courses required to complete a Professional Studies Certificate varies with the area of study, but in every instance courses must be completed at Boston College.

Certificate requirements include the following:

- Students must receive at least a grade of C for each course credited toward the certificate.
- Certificate requirements should be completed within two years of initial enrollment; courses are permanently retained on the student record.
- Current degree students, including international students, may complete a certificate as part of their program. Non-U.S. citizens are not eligible for enrollment in a certificate program unless they are currently enrolled in a Woods College degree program.
- Current degree students interested in adding a certificate to their plan of study should not use the online application. If you are a current Woods student, declare your certificate via the Woods College website.

**Professional Studies in Accounting** requires Financial Accounting, Managerial Cost Analysis, Intermediate Accounting I and II, and Federal Taxation; and either Financial Statement Analysis, Nonprofit & Public Accounting, Audit, or Intermediate Accounting III.


**Professional Studies in Criminal and Social Justice** requires Introduction to Criminology, Law & Society, and Criminal Justice; and two of the following electives: Class, Power & Social Change, Deviance & Social Control, Psychological Trauma, Social Psychology, Psychology & Law, Crime & Correction, Drugs & Society, Race, Gender, & Violence, and Law & Morality.

**Professional Studies in Finance** requires Financial Accounting, Macro Economics, Principles of Financial Management, Investments: Stocks, Bonds & Securities, and Business Ethics; and one of the following electives: Micro Economics, Federal Taxation, or Audit.

**Professional Studies in Human Resources** requires Management Core Course Introduction to Organizational Behavior; Human Resources Core Courses Labor Relations & Human Resources and Employment Law; and two of the following electives: Conflict Resolution: Negotiation Skills, Topics in Intercultural Communication, Theories of Personality, and Accounting & Financial Analysis I.


**Professional Studies in Marketing** requires the Core Courses of Marketing: An Overview of Principles & Practices, Advertising, Pricing, Retailing, & Distribution; and one of the following Business Electives: Financial Accounting, Managerial Accounting, Basic Finance, Introduction to Organizational Behavior, or Principles of Microeconomics; and two of the following Marketing Electives: Entertainment Media, Advanced Advertising, Social Media, or International Marketing.

**CONTACT INFORMATION AND OFFICE LOCATION**
The Course Catalog and program information can also be found at www.bc.edu/advancingstudies.

Office of the Dean
James A. Woods, S.J., College of Advancing Studies
St. Mary's Hall South, Ground Floor
Boston College
Chestnut Hill, MA 02467
(617)552-3900
UNDERGRADUATE COURSES

- Most WCAS courses, with the exception of Saturday courses, meet weekly from 6:15-9:15 p.m.
- Refer to the online Course Information and Schedule for any changes to course listings that were made after this catalog was printed.

ACCOUNTING

ADAC 108101  Financial Accounting
The basic accounting course. Financial statements, fundamental accounting concepts, procedures, terminology and contemporary financial reporting are introduced using state-of-the-art business software.
Tues 6:15–9:15, Aug 28–Dec 18, Kevin Ainsworth

ADAC 308401  Intermediate Accounting II
Prerequisite: Financial or Managerial Accounting
Measurement and reporting of liabilities, stockholder’s equity, intercorporate investments, business consolidations and a thorough analysis of cash flow reporting are studied.
FULLY ONLINE COURSE WHICH INCLUDES A WEEKLY SYNCHRONOUS MEETING ON WEDNESDAYS.
Once a week Synchronous meeting on Wednesdays; otherwise Asynchronous all other days of the week; students must participate weekly per all instructions from the professor, must adhere to course schedule, and submit all course work on time.

ADAC 350001  Audit
This course is designed to provide an introduction to auditing. The objectives include understanding the principle thought process behind an audit and the practices used by public accountants in examining financial statements and supporting data. The course will cover the processes related to audit planning and the basic procedures in the execution of an audit. The course will also address other types of audits including reviews of borrowing base certificates.
Tues 6:15–9:15, Aug 28–Dec 18, Sabrina Basu

ADAC 500001  Accounting and Financial Analysis I
Financial statements, fundamental accounting concepts, procedures, terminology and contemporary financial reporting are introduced using state-of-the-art business software. The course also develops a user perspective to accounting to better understand what the numbers say. It explores the accounting cycle, the various statements that are the product of the process and the implications that data carry. It reviews areas where alternative methods of reporting are allowed. This course is designed for those using, not preparing data. Little or no formal accounting background needed.
Mon 6:15–9:15, Aug 27–Dec 17, Jason Williams

BUSINESS MANAGEMENT

ADBM 1052  Introduction to Organizational Behavior
To thrive in constantly transforming organizations, it is important to understand the factors which influence performance and satisfaction, and the dynamics critical to interacting with and managing others effectively. Reviews the major theories of management and considers how personality, motivation, communication, perception, group dynamics, leadership style and organizational culture affect productivity and personal and professional success.
ADBM 1052 01  Mon 6:15–9:15, Aug 27–Dec 17, Gerard Donnellan
ADBM 1052 02 ONLINE ASYNCHRONOUS Aug 27–Dec 20
FULLY ONLINE SECTION - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.
Diletta Masiello

ADBM 2235  Principles of Advertising
This course explores advertising as an institution in society, both as a marketing tool and as a communication process. Designed as a comprehensive view of the subject, the course includes such topics as advertising history, regulation, communication theory and practice, the role of advertising in the marketing mix, the organization of the advertising agency, marketing/advertising research, and the creative uses of various advertising media. Students will monitor advertising in various media, assess strategy, and participate in the formulation of an advertising campaign plan.
ADBM 2235 01  Mon 6:15–9:15, Aug 27–Dec 17, Janice Barrett
ADBM 2235 02 ONLINE ASYNCHRONOUS Aug 27–Dec 20
FULLY ONLINE SECTION - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.
Patricia Clarke

COMMUNICATION

ADCO 100501  Introduction to Communication
Introduces the four main divisions in communication studies: interpersonal communication, mass media theory, group and organizational communication. Examines the influence and impact of electronic communication. Practical application of theory focuses the course.

ADCO 1030  Public Speaking
While introducing the theory, composition, delivery and criticism of speeches, this course attends to four key communication elements: message, speaker, audience and occasion. Explores various modes and varieties of speaking. This is a performance course.
ADCO 1030 01  Mon 6:15–9:15, Aug 27–Dec 17, Horace Enoch
ADCO 1030 02 Tues 6:15–9:15, Aug 28–Dec 18, Claudia Pouracevici
ADCO 1030 03 ONLINE ASYNCHRONOUS, Aug 27–Dec 20,
FULLY ONLINE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.
William Boozang
ADCO 224001 Public Relations
Public Relations is a vital and versatile communication tool. This course explores the techniques and media used to influence special publics, including the news media. It reviews the principles and practices of on-line communications, how electronic media differ from traditional media, reaching new audiences, advantages and limitations. Students study examples of public relations campaigns and design their own. Focuses on non-profit public relations, corporate problems and the relationship between management strategies and promotional objectives.
Tues 6:15–9:15, Aug 28–Dec 18, Sean Hennessy

ADCO 311201 Career Strategies for Success
Course examines the critical elements involved in self assessment, career exploration, goal setting, adult development, decision making, job search strategies and career progression. Looks at how to integrate career information resources, and explores specific techniques and strategies designed for a competitive job market.
Sat 9:00–4:00, Oct 27–Dec 15, Amy Flynn

Corporate Systems

ADSV 114001 Research: Techniques and Processes
Recommended as the first course, it examines the logic of research design and explores how data are approached, collected and analyzed in an interactive information age. Practical applications across disciplines introduce both the electronic and traditional tools and techniques necessary to interpret and utilize findings. Cases and presentations prepare students to analyze, evaluate and challenge specific applications and to suggest alternative interpretations. Online databases, the WWW and the internet expand options.
Tues 6:15–9:15, Aug 28–Dec 18, Adam Payne

ADSV 114301 Corporate Communication
In a globally competitive and technologically advanced world, the ability to convey ideas and persuade diverse audiences is critical to professional success in every organization. This course provides a learning environment which develops proficient communication skills. Focusing on business writing and oral presentations with particular attention to purpose and audience, the curriculum offers strategies for effective business communications in letters, memos, e-mail, reports, proposals, resumes, meetings, and presentations. Class interaction, written assignments, collaborative media design, and team presentations provide multiple opportunities to demonstrate and enhance skills and to receive personal feedback on your professional communication style.
Thurs 6:15–9:15, Aug 30–Dec 20, Carol Fallon

ADSV 500101 Leadership and Innovation
Positioning organizations and individuals for success amid volatile global financial, economic, technological and political uncertainty demands principled, insightful leadership as well as imaginative, innovative and operational expertise. Course examines disruptive sources (including fraud, scandals), the accelerating pace of change which renders past experience and knowledge insufficient, and the need for leaders making decisions about the future to think and behave like innovators. Focus is on creating open optimistic climates that engage employees, develop skills and talents, and promote continuous knowledge sharing, smart work designs and creative problem solving. Explores strategies critical to influencing performance and implementing customized responses to motivation, morale and performance issues.
Wed 6:15–9:15, Aug 29–Dec 19, Edmond Ryan

Economics

ADEC 113201 Principles of Economics II / Macroeconomics
Course introduces national income determination and government policy. Topics include national income accounting, national income determination, employment, changes in supply and demand, uncertainties in a digital economy, money, interest rates, and inflation, fiscal and monetary policy, international trade, and business cycle.
ONLINE, Aug 27–Dec 20, Aleksandar Tomic
FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.

ADEC 320101 Microeconomic Theory
Prerequisite: Principles of Economics
Course develops a theoretical framework to analyze two basic units, the consumer and the producer. This analysis is then employed to investigate the determination of price and output in various market situations, the implications for welfare and the construct of general economic equilibrium.
Tues 6:15–9:15, Aug 28–Dec 18, G. M. Rife
Fall 2018 Undergraduate Courses

ADEC 337101 International Trade
This course introduces students to the leading questions in the field of international trade – such as, Why do countries trade? Who gains? Who loses out? The course explores the gains from trade, the impact of tariffs and non-tariff barriers to trade. The course also examines the justifications for trade protection, its effects on the economy, historical and contemporary U.S. trade policy and the economics of regional and multilateral trade agreements.
Thurs 6:15–9:15, Aug 30–Dec 20, Piyush Chandra

ADEC 351001 Mathematics for Economists
Prerequisite: Differential Calculus (Calculus 1).
This course introduces students to mathematical methods used in the analysis of economics and business problems. It focuses on multivariable calculus, optimization, and its economic applications. This includes optimization with equality constraints, utility maximization and consumer demand, and Kuhn-Tucker conditions. The course concludes with lectures on economic dynamics and the application of integral calculus to problems in investment and capital formation, present value analyses, and economic growth models. This course is an upper-level Economics elective, and it also fulfills Calculus II requirement for MS in Applied Economics program.
Tues 6:15–9:15, Aug 28–Dec 18, Paul Garvey

ADEN 105201 Introductory College Writing
Course presents the basic techniques that are necessary for successful college writing. It provides the essential tools for clear, organized, effective analytical expression. Opportunities for revisions heighten self-confidence.
Tues 6:15–9:15, Aug 28–Dec 18, Anne Pluto

ADEN 105301 Introductory College Writing (For Non-Native Students)
Designed for non-native students proficient in spoken English who for personal/professional interests wish to sharpen their writing skills. In a supportive environment, students study the finer points of grammar and punctuation, patterns for composing sentences, paragraphs, and essays. Analysis of literature enhances critical reading and writing skills. Weekly writing exercises build confidence.
Mon 6:15–9:15, Aug 27–Dec 17, Robert Sullivan

ADEN 105401 College Writing
This is a hybrid course, which combines some in-person and online class meetings. Refer to the course syllabus in Canvas for more detailed information.
This course, which introduces flexible strategies for approaching each stage of the writing process, prepares students to succeed in their college-level writing. Students learn from readings that illustrate conventions and techniques of composition and from their own regular practice in drafting, revising, and editing.
HYBRID Wed 6:15–9:15, Aug 29–Dec 19, Cindy Frueh

ADEN 106001 Literary Works
This course offers students a concentrated, introductory study of drama, poetry, fiction, and creative nonfiction. Students read a selection of contemporary works, learning how to analyze and appreciate literature.
Wed 6:15–9:15, Aug 29–Dec 19, Dustin Rutledge

ADEN 109601 The Craft of Writing
Introductory course addressing frequent problems in writing. Students write short weekly papers that encourage the development of individual strategy and style. Class essays, as well as creative prose works, provide models. Course is an elective or alternative for Introductory College Writing.
Sat 9:00 a.m.–12 noon, Sept 1–Dec 15, Ted Murphy

ADEN 130001 Youth in Twenty-First Century
This is a hybrid course, which combines some in-person and some online class meetings. Refer to the course syllabus in Canvas for more detailed information.
As national and international boundaries evaporate in this interconnected always "on" world, our understanding of young people as a force in the 21st century changes continuously. Topics include the relationship between youth and mass culture, youth as consumers and producers. Examines growing up without a childhood, the impact of dislocation, instability, youth's political activism, the emergence of "teenage" student "young adult" as social constructs and how these interact with categories of race, gender and identity. Readings include: A Thousand Splendid Suns, Khaled Hosseini; Life of Pi, Yann Martel; Secret Life of Bees, Sue Monk Kidd; Coming of Age in Mississippi, Anne Moody; The Next Better Place: A Father and Son on the Road, Michael Keith; Twilight, Stephanie Meyer.
Thurs 6:15–9:15, Aug 30–Dec 20, Andrea Defusco

ADEN 139001 Global Literature
Global literature goes beyond the notion of the globe as a physical geographic entity and transcends national boundaries to comment on the most prevailing aspects of the human condition. This course will attempt to redefine the borders of the world we live in through narratives that recognize the many conflicting issues of race, language, economy, gender and ethnicity, which separate and limit us, while also recognizing that regardless of the differences in our stories, we are united by our humanity. Through literature, students will journey across continents, countries, cultures and landscapes, to reflect on various renditions on the human experience. Writers will include: Aravind Adiga (India), Noviolet Bulawayo (Zimbabwe), Edwidge Danticat (Haiti), Yu Hua (China), Dinaw Mengestu (Ethiopia), and Marjane Satrapi (Iran).
Tues 6:15–9:15, Aug 28–Dec 18, Akua Sarr

ADEN 157201 Techniques of Precise Expression I
With instant communication, delivering the message fast sometimes seems to trump getting it right. Yet, whether communicating in business, disseminating information online or blogging for pleasure, writing clearly, with precision, economy and style, is more important than ever. Course expands powers of expression, develops a large and vital vocabulary and enables learners to write and speak with precision. Sharpens writing skills through exercises and brief assignments, with special attention paid to writing for the Web.
Wed 6:15–9:15, Aug 29–Dec 19, Tom MacDonald

ADEN 225501 Women Writers of the mid-19th Century: Domestic & Sentimental Fiction
This course explores the genre of popular 19th century fiction written by women, for a young female readership, often depicting the adventures of girls tinged heavy moralistic or didactic aims. Authors who typify the genre include Catharine Sedgwick, Susan Warner and the most popularly, Louisa Mae Alcott. This study of domestic fiction will emphasize the novels of the era as reflective of the cultural and religious mores of the time, shaping an idealized view of domestic womanhood.
FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students may participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.

ADEN 105801 Domestic & Sentimental Fiction
This course introduces students to the leading questions in the field of popular 19th century fiction - such as, Why do women write? Who gains? Who loses out? The course explores the gains from reading, the impact of gender and moral barriers to reading. The course also examines the justifications for the rogues of fiction, its effects on the economy, historical and contemporary U.S. trade policy and the economics of regional and multilateral trade agreements.
Thurs 6:15–9:15, Aug 30–Dec 20, William Boosang

ADEN 105901 The Craft of Writing
Introductory course addressing frequent problems in writing. Students write short weekly papers that encourage the development of individual strategy and style. Class essays, as well as creative prose works, provide models. Course is an elective or alternative for Introductory College Writing.
Sat 9:00 a.m.–12 noon, Sept 1–Dec 15, Ted Murphy

ADEN 130001 Youth in Twenty-First Century
This is a hybrid course, which combines some in-person and some online class meetings. Refer to the course syllabus in Canvas for more detailed information.
As national and international boundaries evaporate in this interconnected always "on" world, our understanding of young people as a force in the 21st century changes continuously. Topics include the relationship between youth and mass culture, youth as consumers and producers. Examines growing up without a childhood, the impact of dislocation, instability, youth's political activism, the emergence of "teenage" student "young adult" as social constructs and how these interact with categories of race, gender and identity. Readings include: A Thousand Splendid Suns, Khaled Hosseini; Life of Pi, Yann Martel; Secret Life of Bees, Sue Monk Kidd; Coming of Age in Mississippi, Anne Moody; The Next Better Place: A Father and Son on the Road, Michael Keith; Twilight, Stephanie Meyer.
Thurs 6:15–9:15, Aug 30–Dec 20, Andrea Defusco

ADEN 139001 Global Literature
Global literature goes beyond the notion of the globe as a physical geographic entity and transcends national boundaries to comment on the most prevailing aspects of the human condition. This course will attempt to redefine the borders of the world we live in through narratives that recognize the many conflicting issues of race, language, economy, gender and ethnicity, which separate and limit us, while also recognizing that regardless of the differences in our stories, we are united by our humanity. Through literature, students will journey across continents, countries, cultures and landscapes, to reflect on various renditions on the human experience. Writers will include: Aravind Adiga (India), Noviolet Bulawayo (Zimbabwe), Edwidge Danticat (Haiti), Yu Hua (China), Dinaw Mengestu (Ethiopia), and Marjane Satrapi (Iran).
Tues 6:15–9:15, Aug 28–Dec 18, Akua Sarr

ADEN 157201 Techniques of Precise Expression I
With instant communication, delivering the message fast sometimes seems to trump getting it right. Yet, whether communicating in business, disseminating information online or blogging for pleasure, writing clearly, with precision, economy and style, is more important than ever. Course expands powers of expression, develops a large and vital vocabulary and enables learners to write and speak with precision. Sharpens writing skills through exercises and brief assignments, with special attention paid to writing for the Web.
Wed 6:15–9:15, Aug 29–Dec 19, Tom MacDonald

ADEN 225501 Women Writers of the mid-19th Century: Domestic & Sentimental Fiction
This course explores the genre of popular 19th century fiction written by women, for a young female readership, often depicting the adventures of girls tinged heavy moralistic or didactic aims. Authors who typify the genre include Catharine Sedgwick, Susan Warner and the most popularly, Louisa Mae Alcott. This study of domestic fiction will emphasize the novels of the era as reflective of the cultural and religious mores of the time, shaping an idealized view of domestic womanhood.
FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students may participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.
ADEN 350101 The Art of Creative Writing
This course explores the creative in creative writing, prompting students to study and practice the subject in a broader artistic context. Students will have the opportunity to write in multiple genres (poetry, fiction, creative nonfiction, and playwriting) and concentrate in one genre, discussing one another’s work. Students will learn further by examining not only published creative writing, but also art works in photography, music, dance, sculpture, and painting. The course emphasizes the process and technique—the art—of creative writing, highlighting deep structures, principles, and methods that operate in many forms of creative expression.
Thurs 6:15–9:15, Aug 30–Dec 20, Dustin Rutledge

FINE ARTS

ADFA 126501 History of American Architecture
Introductory course investigates American Architecture from the first European settlement to the present. Within the context of cultural, political and technological change, students investigate the process whereby society leaves its legacy to posterity through its buildings. Attention focuses on the influence of such factors as tradition, environment, stylistic change, the inventiveness of individual architects, and the impact of technology.
Tues 6:15–9:15, Aug 28–Dec 18, John McConnell

ADFA 180001 Introduction to Theatre
This course examines the form and meaning of theatre in civilizations from the ancient Greeks to modern times and is designed to expose the student to the live performance experience through the study of various elements of theatre and performance, the history of theatre, and dramatic literature. Attention is paid to the relationship between live performance and other mediated forms, like film and television, with which the student likely will already be familiar. Students will be required to read and analyze various plays and films of plays, to view two live productions, take walking tour of Boston College theatre spaces, and to explore the process of theatrical production.
Mon 6:15–9:15, Aug 27–Dec 17, Anne Pluto

HISTORY

ADHS 105101 Modern History I
This is a hybrid course, which combines some in-person and some online class meetings. Refer to the course syllabus in Canvas for more detailed information. Survey of the great ideas of the western tradition from the Renaissance to the French Revolution. The focus is on the rise of the modern state in Germany (Holy Roman Empire, Treaty of Westphalia), England (Glorious Revolution and the roots of constitutional rule), and France (Divine Right Absolutism), the relationship of religion and politics (which suffers more, religion or politics?), and early modern European culture (Renaissance, Baroque, Rococo, Classicism) as well as Europe’s interactions with Asia, Africa, and the Americas. Each class consists of a slide lecture and primary source-based discussion.
Thurs 6:15–9:15, Aug 30–Dec 20, Martin Menke

ADHS 112501 Diplomatic U.S. History
An overview of the main developments of United States diplomatic history from its earliest beginnings to the present day. A look at how United States foreign relations emerged from revolutionary impulses to become a significant feature of American life. Uncovers the underlying trends during this period to see how the U.S. transformed itself from a collection of thirteen colonies into a major superpower. Issues of class, gender and race are at the fore as we discover how the United States came to integrate itself into the world community of nations.
Sat 9:00 a.m.–12 noon, Sept 1–Dec 15, Michael Paul

ADHS 113301 Modern America 1945–Present
An overview of the main developments of United States diplomatic history from its earliest beginnings to the present day. A look at how United States foreign relations emerged from revolutionary impulses to become a significant feature of American life. Uncovers the underlying trends during this period to see how the U.S. transformed itself from a collection of thirteen colonies into a major superpower. Issues of class, gender and race are at the fore as we discover how the United States came to integrate itself into the world community of nations.
Mon 6:15–9:15, Aug 27–Dec 17, Alex Bloom
ADIT 129001  Sports in America
Sports touch and connect many facets of American life and American History. This course examines the impact of sports on American History. It examines the wide range of sports on the professional level, recreational level sports and leisure sports. Topics include physical education in America, the business of sports, fair play and cheating in the American sports scene, America's participation in international sports and performance enhancing drugs in sports.
Tues 6:15–9:15, Aug 28–Dec 18, Chris Hannan

INFORMATION SYSTEMS AND TECHNOLOGY

ADIT 134001  Exploring the Internet
This course takes a tour of the essential technologies that have shaped today's Internet. Along the way, students acquire the fundamental knowledge and skills needed to make the best use of this vast repository of information. Course focuses on web-site development using the core dynamic html technologies such as HTML5 and Cascading Style Sheets (CSS). Students gain a clearer understanding of just what exactly the Internet is through the study of its history and underlying protocols. No prior web-development experience and no prerequisites are required. Course is a prerequisite for all programming courses.
No auditors.
Tues 6:15–9:15, Aug 28–Dec 18, James Walker

ADIT 134801  Information Systems Applications
Prerequisite: None, but familiarity with Windows and Macintosh operating systems a plus.
This immersive education course covers the fundamentals of operating the Windows and Macintosh OS and a variety of desktop productivity applications. Includes basic concepts: terminology, word processing, spreadsheet, presentation applications, printable document format, webpage browsing, Internet safety, network terminology, blogging and authoring tools. Students taught to utilize virtual world environments and blogs as well as online discussion groups (via the Internet) for course work conducted outside of class.
No auditors.
Mon 6:15–9:15, Aug 27–Dec 17, Barbara Mikolajczak
FULLY ONLINE COURSE - MEETS ONLINE ON MONDAYS

ADIT 134901  Collaborative Computing
Prerequisite: Comfortable using the Microsoft Windows or Macintosh operating system [includes being fully experienced with the process of installing new software on your own computer]. Tablet computers, netbooks and similar low-priced computers are not capable of running the graphics software required for this course.
A traditional desktop or laptop computer is required.
This immersive education course explores collaborative computing principles using fun and familiar social media tools (such as Google docs, Google Hangouts, Facebook, Twitter, Snapchat, Instagram, Minecraft, Scratch, Twitch, Prezi and more), distributed computing technologies such as Bitcoin (and related crypto-currencies), peer-to-peer file sharing networks (such as BitTorrent), brute-force hacking botnet "robot networks" and "zombie networks"), and industry standard business software. These topics are supplemented with a high-level overview of server and workstation hardware. Students explore the collaborative use of versatile and powerful state-of-the-art desktop and Web applications. Topics include: collaborative social media apps and tools, collaborative coding (programming), Bitcoin and related crypto-currencies, zombie networks, BitTorrent and related peer-to-peer file sharing networks, proprietary and open source operating systems, word processing, spreadsheet and presentational applications, hardware interfaces, backup systems, network applications and protocols (such as SSH, HTTP, FTP, DNS, POP3/IMAP Mail Transfer Agents), client/server remote connect applications, Web publishing, compression utilities, collaborative document concepts, and the design and structure of data files.
No auditors.
Mon 6:15–9:15, Aug 27–Dec 17, Aaron Walsh
ONLINE COURSE - MEETS ONLINE ON MONDAYS
FULLY ONLINE COURSE - Synchronous - Day/time are specific; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

JOURNALISM

ADJO 229001  Investigative Journalism
Whether your interest lies in the human interest story, breaking news, the expose or in honing your critical thinking and writing skills, this course offers the practical skills necessary for mastering journalistic form, drawing on credible sources, reporting the facts and sharpening your inquiry and interpretive skills. This course introduces the public documents on which investigative reporters depend and the various locales, City Hall, State House, courthouses, where such records reside. Students learn how to access, read, and interpret records which inform decision making.
Thurs 6:15–9:15, Aug 30–Dec 20, Steve Kurkjian

LANGUAGE

ADSP 103501  Beginning Conversational Spanish
A practical course for those working in or visiting a Spanish-speaking environment who have had no Spanish. Introduction to Spanish pronunciation and grammar necessary for beginning oral communication. Development of the four language skills -listening, speaking, reading and writing- with emphasis on speaking. Short readings and dialogues chosen according to student interests.
Tues 6:15–9:15, Aug 28–Dec 18, Paulina Canales

SPANISH LITERATURE IN ENGLISH

ADRL 116601  Representations of Violence in Spanish and Latin American Literaure and Film
(All in English)
Short stories, novellas and film will be used to investigate how Spanish and Latin American writers and directors have understood, represented, and responded to the violence of civil war and dictatorship. All writing assignments, class discussions and readings are in English.
Thurs 6:15–9:15, Aug 30–Dec 20, Christopher Wood
LAW
ADLA 110101 Law for the Layperson
It is often said we are a society of law and not people. This course examines how the law affects individual lives. After an introduction to the legal system, the class deals with citizen's rights and responsibilities under the U.S. Constitution. Topics include constitutional law, basic contract problems, criminal law, issues of fraud and privacy in an electronic age, developments in simplifying legal concepts, property, tort as well as family, juvenile and business law.
Thurs 6:15–9:15, Aug 30–Dec 20, Martin Kane

ADLA 505301 Employment and Labor Law
NOTE - Restricted to students in the Human Resources Certificate program.
This introduction to the rapidly evolving law of the workplace focuses on how the law works in practice today providing important information for employees and managers. Looks at traditional common law such as "Employment At Will" and areas of employment law topics including hiring, promotion and termination, workplace security, privacy and safety, compensation and benefits, immigration, and labor-management relations. Course also covers the various laws prohibiting discrimination in the workplace, with a focus on federal statutes and regulations as well as the emerging legal issues around Social Media in the workplace.
Mon 6:15–9:15, Aug 27–Dec 17, Richard Zaiger

MARKETING
ADMK 115001 Marketing: An Overview of Principles and Practices
An introductory course detailing the fundamental concepts of marketing and the impact of electronic and global activity on traditional and emerging marketing practices. Current examples illustrate marketing principles. Topics include marketing management, psychology of consumer marketing in an electronic environment, product planning and development, product identification and packaging, industrial, retail and wholesale marketing, creating channels of distribution, pricing, promotion, and advertising.
ONLINE Aug 27–Dec 20, Jamie Greene
FULLY ONLINE COURSE - Asynchronous. No days or times are specified; students must participate weekly per all communications and instructions from the professor, must adhere to course schedule, and submit all course work on time.

MATHEMATICS
ADMT 104001 Introductory College Mathematics
This course is designed to easily and comfortably re-introduce students to learn basic math skills as well as gain knowledge of important concepts in College Algebra and problem solving. It is also intended to strengthen students' abilities to move on to other algebraic disciplines in business, social sciences, and physical sciences. Topics covered will be introduction to integers, equation solving, polynomials factoring, and rational expressions.
Sat 9:00–12, Sept 1–Dec 15, Kennenth St. Martin

ADMT 106401 Elementary Probability
This one semester course studies finite counting problems and the associated calculation of likelihood. Topics include finite sets, permutations and combinations, sample spaces, conditional probability and Bayes's Theorem, and random variables.
Thurs 6:15–9:15, Aug 30–Dec 20, Marie Cloote

ADMT 110001 Calculus I
Pre-requisite: ADMT1054 Precalculus.
This is a course in the calculus of one variable and is suggested for Economics majors. The course is also a prerequisite for ADEC3510 Math for Economists and for participation in the 5th year MS in Applied Economics program. Topics include a brief review of polynomials and trigonometric, exponential, and logarithmic functions, followed by discussion of limits, derivatives, and applications of differential calculus to real-world problem areas. The course concludes with an introduction to integration.
Mon 6:15–9:15, Aug 27–Dec 17, Don Brady

ADMT 253001 Statistics
Introduction to inferential statistics covering the description of sample data, probability, binomial and normal distribution, random sampling, estimation, and hypothesis-testing.
Wed 6:15–9:15, Aug 29–Dec 19, Dan Chambers

PHILOSOPHY
ADPL 1252 Practical Logic
Basic principles and practice of classical Aristotelian (common-sense, ordinary-language, not mathematical) logic. One of the most practical courses any learner can take; on the very structure of rational thought itself and how to put this order and clarity into individual thinking.
ADPL 1252 01, Wed 6:15–9:15, Aug 29–Dec 19, Colin Connors

ADPL 1252 02 ONLINE Aug 27–Dec 20, Justin Harrison
FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADPL 1500 Ethics
This course introduces students to the main schools of ethical thought in the Western philosophical tradition. We examine works by philosophers such as Aristotle, Kant and Mill, and we ask how the ethical systems developed by these figures can help us to think through issues like economic inequality, the treatment of animals, and euthanasia.
ADPL 1500 01 Mon 6:15–9:15, Aug 27–Dec 17, The Department
ADPL 1500 02 ONLINE Aug 27–Dec 20, Eric Severson
FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.
ADPS 112601  Dynamics of Success
This course traces the origin of success in family dynamics and cultural heritages. It presents three major personal orientations to success: Fear of Success, Healthy or Integrative Success and Conventional Success. We explore the effects of these Orientations to Success on individuals' behavior in interpersonal, group, organizational and private settings. The concept of success is discussed in the broader contexts of well-being, happiness and effects in society.
Thurs 6:15–9:15, Aug 30–Dec 20, Donnah Canavan

ADPS 116001  Psychology of Emotions
This is a hybrid course, which combines some in-person and some online class meetings. Refer to the course syllabus in Canvas for more detailed information.
Understanding the nature of human emotions, particularly how attachments and relationships develop and dissolve, suggests a closer look at concepts such as human needs, fear, aggression, love, guilt, family influence and friendship. Course examines these and related issues in the context of various literary accounts to develop a sense of the universal and changing questions of emotional development.
Mon 6:15–9:15, Aug 27–Dec 17, Anna Nielsen

ADPS 227201  Cognitive Psychology
This course introduces the scientific study of mental function from an information processing perspective. The course examines how information is processed and transformed by the mind to control complex human behavior. Specific topics include an introduction to cognitive psychology, cognitive neuroscience, perception, attention, working memory, long-term memory, knowledge, visual imagery, language, and judgment/decisions/reasoning.
Thurs 6:15–9:15, Aug 28–Dec 18, Brittany Jye

ADPS 420001  Psychology and Politics
This course examines the ubiquitous presence of power and politics in the context of human relationships and society. Students will emerge from this course with greater knowledge about and curiosity concerning the social, economic, political, cultural and psychological processes that shape definitions of the self and identity and that contribute to the formation of subjectivities and behaviors within given governing systems, groups and political contexts. The relationships between and reciprocating impact of social, economic, and political forces are explored with emphasis placed on their implications for how we understand human identity, suffering, and freedom. This is an interdisciplinary course, and students will read and discuss works from the fields of psychology, political science, sociology, philosophy, anthropology and humanities.
Mon 6:15–9:15, Aug 27–Dec 17, David Goodman
SCIENCE

ADBI 1123 Nutrition for Life
Course acquaints the nonspecialist with the basic scientific principles of nutrition and energy metabolism. Includes an examination of the six nutrient groups (carbohydrates, proteins, fats, vitamins, minerals and water) and their impact on health, disease prevention, and growth and development. Explores current dietary recommendations, nutrition for athletes, dietary supplement use, weight management, and other current hot topics in nutrition. Students assess their own nutrient intakes and compare them to national standards. Material designed for practical use.
ADBI 1123 01 Tues 6:15-9:15, Aug 28–Dec 18, Sheila Tucker
ADBI 1123 02 HYBRID Wed 6:15–9:15, Aug 29–Dec 19, This section is HYBRID, which combines some in-person and some online class meetings. Refer to the course syllabus in Canvas for more detailed information. Sheila Tucker

ADBI 202001 Natural Resource Materials
Your entire home comes from a mine. Your place of business comes from a mine. This course is a geologic and environmental treatment of the materials humans use, a discovery of how these materials are obtained from Earth, and the sustainability impacts. How much energy is involved? What are the possible impacts on your health occur from using these materials, and how we might use more intensive recycling to make human engagement with Earth more environmentally sustainable. We will use a number of case studies to underscore the importance of understanding where materials originate and how to choose them based on health impacts, sustainability, and other impacts. Topics include but are not limited to: architecture and infrastructure, food and agriculture, electronic devices, plastics and packaging, jewelry and cosmetics, ceramics and glass, and art and entertainment.
ONLINE, Wed 6:15–9:15, Aug 29–Dec 19, Jennifer Cole
FULLY ONLINE COURSE WHICH INCLUDES A WEEKLY SYNCHRONOUS MEETING ON WEDNESDAYS. Once a week Synchronous meeting on Wednesdays; otherwise Asynchronous all other days of the week; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADBI 301001 Energy in the 21st Century
Oil, gas, and coal have historically provided the foundation of our domestic and global energy needs. It is becoming increasingly apparent that, to attain a sustainable society, we must shift away from these polluting, non-renewable fossil fuel resources. Alternative energy sources are non-polluting and renewable and are therefore logical replacements. Some are confused, however, as to why more progress hasn’t been made towards phasing out fossil fuels and transitioning to alternative energy. This course will delve into the benefits and cons of fossil fuels, as well as the stumbling blocks to implementing the following alternative energy technologies: hydropower, wave power, biomass, solar, geothermal, wind, hydrogen and nuclear energies. Science, technology, policy, and societal concerns will be discussed in a seminar style where students are responsible for researching and presenting each type of energy. We will also discuss the “smart” use of energy, as well as the storage, transportation, housing, and consumption of energy. Our class will include a discussion of creating potential policies for the expedient phasing in of alternative technologies, including regional, strategic, health, safety, and environmental concerns. Students will leave this course with a depth of understanding of the technological obstacles to alternative energy but also will have a clear understanding of the pressing nature of this transition.
ONLINE, Mon 6:15–9:15, Aug 27–Dec 17, Jennifer Cole
FULLY ONLINE COURSE WHICH INCLUDES A WEEKLY SYNCHRONOUS MEETING ON MONDAYS. Once a week Synchronous meeting on Mondays; otherwise Asynchronous all other days of the week; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

SOCIOLGY

ADSO 100101 Introductory Sociology
This course introduces students to historic and current topics in sociology. Sociology is the study of the development, structure, function, collective behavior and collective problems of human society. The course introduces essential concepts, theories and methods of the discipline. Special topics include group interaction in everyday life, altruism and morality in social contexts, evolving conceptions of the family and other social groups, societal facets of economics, and how group conduct is shaped by conceptions of gender, race, ethnicity and class.
Thurs 6:15–9:15, Aug 30–Dec 20, Michael Cermak

ADSO 112101 Professional Criminals
Wall Street executives, corporate and government officials, high tech computer wizards give a new focus to white collar crime. Course identifies the various frauds and swindles utilized by professional criminals as well as the rackets and methods of operation conducted by organized crime. Critical readings of Sutherland, Cressey, Ianni and others are contrasted with the more recent perspectives which focus on illegal developments and corporate violations such as corporate dumping and insider trading.
Thurs 6:15–9:15, Aug 30–Dec 20, Cesar Vega

ADSO 115101 Class, Power and Social Change
Examines the dynamic changes now crafting new definitions of the “elite” social class, the disappearing middle class, and the increasing visible, disenfranchised “other” class. Investigates the widening gap between the elite and the middle class. Changing social systems and power shifts are analyzed in both local and national contexts. Explores the cultural, medical, social and financial worlds as well as reactions to the power system with respect to ethics, race and gender, and economic opportunities.
Wed 6:15–9:15, Aug 29–Dec 19, Rebekah Zincavage

THEOLOGY

ADTH 100101 Biblical Heritage I: Old Testament
An introduction to the literature, religious ideas and historical setting of the Hebrew Bible. The focus is on major biblical concepts such as creation, election and covenant in the pentateuch, historical and prophetic books.
Thurs 6:15–9:15, Aug 30–Dec 20, John Darr

ADTH 1016 Introduction to Christian Theology I
This course considers significant questions in conversation with some of the most important writings in the tradition of Western Christian thought. Its purpose is to encourage students by drawing systematically on the tradition to uncover the roots of the Christian faith and life and to delineate the values for which this tradition of faith stands.
ADTH 1016 01, Tues 6:15–9:15, Aug 28–Dec 18, Joshua Snyder
ADTH 1016 02, ONLINE Aug 27–Dec 20, Eric Seversonic.
FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADTH 106401 Foundations of Theology
This course seeks to introduce and analyze the major themes that govern theological thinking and reasoning: Faith, Revelation, Church, Salvation, Scripture & Interpretation, Tradition, the Magisterium, Theological Methods, the Sensus Fidelium; etc. The focus will be Christian theology, specifically, Catholic Theology.
Thurs 6:15–9:15, Aug 30–Dec 20, Fr. Maurice Ashley
The Master of Science in Leadership and Administration offers a multidisciplinary curriculum. Course offerings combine a strong foundation of theoretical knowledge with practical application which prepares individuals to meet the challenges of a competitive marketplace in a variety of organizational settings.

**Admission Requirements**
Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required (see full application for more details):

- Completed online application and application fee $860 (to be paid as part of the online application)
- Bachelor’s Degree from an accredited college with GPA of 3.0 or above *
- Official transcripts
- Demonstrated experience in computer applications and statistics
- Personal Statement
- Resume or C.V.
- Letters of recommendation (2)
- Interview for all international students and non-native English speakers

*Students who do not meet these GPA requirements may be considered for admission with the following condition: the completion of two core courses, Research Methods and Data Analysis and Project Management, with grades of B or better. Credits earned in these courses will be applied towards the degree requirements. Candidates can strengthen their applications by submitting results of the GRE, GMAT or MAT.

**Degree Requirements**
Degree candidates in Leadership and Administration complete, with a grade of B or better, a minimum of ten courses. At least eight of the courses must be taken in the Boston College Leadership and Administration program. Up to two courses of comparable graduate work may qualify for transfer credit. The six required Core courses are:

1. Research Methods and Data Analysis
2. Accounting and Financial Analysis
3. Project Management
4. Evolution of Successful Marketing Strategies in the Digital Era
5. Leadership and Decision Making: Ignatian-based Applied Ethics
6. Applied Research Project (Final semester only).

Also required are four concentration electives.

Specializations include:
- Corporate Communication and Marketing
- Executive Leadership and Organizational Development
- Human Resources Management
- Project Management

Graduate courses are scheduled ordinarily from 6:30-9:00 p.m. Tuition in the Leadership and Administration program is $82506 per course; the registration fee is $825.

* (If a student was admitted prior to June 1, 2014, he or she should consult with their academic advisor to determine appropriate course of study.)

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**MASTER OF SCIENCE IN LEADERSHIP AND ADMINISTRATION**

**Program Description**
(Appplies to admissions after June 1, 2014 *)
The Master of Science in Leadership and Administration offers a multidisciplinary curriculum. Course offerings combine a strong foundation of theoretical knowledge with practical application which prepares individuals to meet the challenges of a competitive marketplace in a variety of organizational settings.

**Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year.** The following documentation is required (see full application for more details):

- Completed online application and application fee $860 (to be paid as part of the online application)
- Bachelor’s Degree from an accredited college with GPA of 3.0 or above *
- Official transcripts
- Demonstrated experience in computer applications and statistics
- Personal Statement
- Resume or C.V.
- Letters of recommendation (2)
- Interview for all international students and non-native English speakers

*Students who do not meet these GPA requirements may be considered for admission with the following condition: the completion of two core courses, Research Methods and Data Analysis and Project Management, with grades of B or better. Credits earned in these courses will be applied towards the degree requirements. Candidates can strengthen their applications by submitting results of the GRE, GMAT or MAT.

**NOTE TIMES**

**ADGR 770301 Research Methods and Data Analysis**
This course introduces students to basic social science research methods. The primary objective is for students to learn to read and evaluate research as well as create contributions to their chosen profession or field of research. By the end of the course, students will be more knowledgeable of basic research design and statistical methods. Additionally, students will better understand how to use research findings to improve and enhance their professional roles.

Note: This course is required for all students who entered the MS in Administrative Studies Program AFTER June 1, 2014. Please see an academic advisor to ensure appropriate placement in courses.

Wed, 6:30–9:00, Aug 29–Dec 19 Susan Bradley

**ADGR 770401 Accounting and Financial Analysis**
Financial statements, fundamental accounting concepts, procedures, terminology and contemporary financial reporting are introduced using state-of-the-art business software. The course develops a user perspective to accounting to better understand what the numbers say. Explores the accounting cycle, the various statements that are the product of the process and the implications the data carry.

Reviews areas where alternative methods of reporting are allowed. Designed for those using, not preparing, data. Little or no formal accounting background needed.

Mon, 6:15–9:15, Aug 27–Dec 17, Jason Williams

**ADGR 777701 Evolution of Marketing Strategies in the Digital Era**
A practical overview of the role and potential of marketing. Developing a market strategy to reach new and evolving markets depends on understanding emerging communication activities and styles, the accurate identification of needs, and expertise in generating and converting inquiries. Elements of a marketing strategy, including pricing, promotion, product decisions, and distribution are included. Creative development of the marketing mix utilizing traditional and interactive components. Strategy formulation and control of the marketing function in a digital world are emphasized.

Mon, 6:30–9:00, Aug 27–Dec 17, Scott Madden
ADGR 778501 Leadership & Decision Making: Ignatian-Based Applied Ethics
What role do ethics and morals play in influencing leaders? Too often, decisions are made based solely on numbers, shareholder value or some other metric of business, often without reflection. Yet, we have an obligation to each other and to ourselves to personally engage and make decisions within a moral context. Using a Thomistic ethical system and Ignatian discernment and values as our guide, this course will explore strategies and options for integrating virtue into leadership decision-making. Thomistic ethics is to be given primacy of place because it is universally applicable, and is based upon a unified, coherent understanding of the nature of humanity. It is thoroughly grounded in the objective order of things. Thomistic ethics is an eminent expression of philosophical realism. Thomistic ethics is guided every step of the way by the assumption that just as human beings are born into a world which is defined and governed by objective physical laws, so that same world is defined and governed by objective moral laws. Applying those strategies to real world case studies, we will develop tools to help navigate those situations where there is pressure to compromise virtue or disengage from our moral compass.

Mon, 6:30–9:00, Aug 27–Dec 17, Fr. Maurice Ashley Agbata

ADGR 9902 Applied Research Project
The Applied Research Project for Leadership and Administration is designed to give students the chance to apply the knowledge they have acquired throughout their graduate education to real-world situations and to encapsulate the learning objectives of their MS specialization through in-depth, individualized research. A capstone course is a culminating experience – a course that provides opportunities for students to integrate knowledge from their core and concentration courses, to gain insight into the meanings of professionalism and professional practice, and to produce research projects that are showcased through an academic essay and a visual presentation.

ADGR 9902 01 - Wed, 4:30–6:00, for FIVE WEDNESDAYS: Aug 29, Sep 12, Oct 10, Nov 14, Dec 5, Elisabeth Hiles
ADGR 9902 03 - Tues, 6:30–9:00, for FIVE TUESDAYS: 8/28, 9/25, 10/16, 11/13, 12/4, Kweasi Sarkodie-Mensah
ADGR 9902 04, Sat, 9:00–12:00, for FIVE SATURDAYS: Rene Marcotte

MASTER OF SCIENCE IN LEADERSHIP AND ADMINISTRATION ELECTIVES FALL 2018

ADGR 803001 Talent Management
This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus in Canvas for more detailed information. Companies often describe the people they employ as their most important asset. The best companies view talent as a competitive differentiator and one where the acquisition, engagement, development, and retention of talent is a strategic priority. This course exposes you to methods and practices to acquire, engage, and develop talent, focuses on the development of leaders within an organization, and examines how executive succession is managed. Through readings, case studies, online and in-class discussions, students will develop their definition of talent management and perspectives on the most effective practices. The course will culminate with a research project and in-class presentation that allows learning throughout the semester to be shared and reflected with the full cohort group.

Tues, 6:30-9:00, Aug 28–Dec 18, Brian McDonald

ADGR 804501 Public Relations/Crisis Communication
Public Relations is a vital and versatile communication tool. This course explores the techniques and media used to influence special publics, including the news media. It reviews the principles and practices of online communications, how electronic media differ from traditional media, reaching new audiences, advantages and limitations. Students study examples of public relations campaigns and design their own. Focuses on non-profit public relations, corporate problems and the relationship between management strategies and promotional objectives.

Tues, 6:30-9:00, Aug 28–Dec 18, Donald Fishman

ADGR 805301 Employment and Labor Law
This introduction to the rapidly evolving law of the workplace focuses on how the law works in practice today providing important information for employees and managers. Looks at traditional common law such as “Employment At Will” and areas of employment law topics including hiring, promotion and termination, workplace security, privacy and safety, compensation and benefits, immigration, and labor-management relations. Course also covers the various laws prohibiting discrimination in the workplace, with a focus on federal statutes and regulations as well as the emerging legal issues around Social Media in the workplace.

Mon, 6:30–9:00, Aug 27–Dec 17, Richard Zaiger
ADGR 509001 Workforce Planning and Employment
ONLINE - This is a completely on-line course, with
LIVE, synchronous sessions every other week, and
virtual asynchronous classes the remainder of the
weeks. This on-line class will take place in our virtual
classroom on Canvas. Attendance is required at ALL
LIVE, synchronous sessions due to the highly
collaborative nature of the course. The class will require
monitoring and posting to Canvas 2-3 days each week.
Workforce Planning should take a broad view of the organi-
zation's systems to assure the right people and right skillsets
are in place to drive the strategy and reinforce the culture.
Key stakeholders must be partners in the process to ensure
adoption and acceptance within the organization. To be suc-
cessful there must be collaboration to ensure the alignment
of people, process and technology. Workforce planning must
consider the appropriate balance between the current state
in the organization, where it is evolving to, and the
desired/required future state. Finding that balance requires
measurement and monitoring of the system, and looking at
the internal strategy and culture of the organization and the
external realities the organization operates in. This course
will start by helping you think about how to assess where
organizations are, and the forces influencing them. It will
help you learn to work with the organization’s strategy and
desired culture to determine the key factors driving
Workforce Planning, how to apply different frameworks and
strategies, and to create a gap analysis between the current
state and the desired state. From this framework, you will
look at ways to implement the strategy, and learn to use
data to inform your thinking.
Thurs, 6:30–9:00, Aug 27–Dec 20, ONLINE, Jenny Gumm

ADGR 520101 Applied Techniques: Software and
Reporting
This is a hybrid course, which combines some in-person
and some online class meetings. Refer to the course
syllabus in Canvas and on the Woods College website for
more detailed information.
The objective of the Course is to provide students with
deeper dive in subjects of Planning and Scheduling,
Monitoring, and Reporting. Building on the Project
Management Fundamentals. This Course will also provide a
hands-on learning of a Critical Path Method (CPM) based
software such as Microsoft Project. The students will be
introduced to various techniques on how to develop a
Schedule step-by-step. Students prepare and present sample
work to the instructor and to the classmates. The students
are introduced to the terminology used in the software as
well as the terminology referenced in the PMI PMBoK®
Guide. This Course is a hybrid delivery of a combination
of in-class sessions and online asynchronous work. Other
Project Controls functionalities are introduced such are
Status Reporting, Earned Value Management, Resource and
Cost Loading the Schedule.
Tues, 6:30–9:00, Aug 28–Dec 18, Nadim Daou

ADGR 520301 Stakeholder Management
This is a hybrid course, which combines some in-person
and some online class meetings. Refer to the course
syllabus in Canvas and on the Woods College website for
more detailed information. Course provides students with
deeper dive in subjects of Managing the various
Stakeholders who affect Project progress. Stakeholders are
not just the team members, they are also people with
the company at all levels and all functions, including the
executive management and the executive Champion.
Students are alerted on how to identify, enhance or mini-
mize the impact and the support of external Stakeholders
be it clients, business partners, Government agencies at the
local, state, and Federal levels. Stakeholders may also be
members of the general public and/or public organizations
either in support of or in opposition of the Project. The stu-
dents will be introduced to various Communications meth-
ods and techniques to improve the Stakeholder support and
keep them engaged. Course is a hybrid of in-class sessions
and online asynchronous work.
Thurs, 6:30–9:00, Aug 30–Dec 20, Nadim Daou

ADGR 7505 Business Writing
Effective writing is a critical skill in the world of administra-
tion. This course will help you learn how to write effective
business communications; learn fundamental editing and
proofreading skills; and learn how to write for both local and
global markets. Whether writing simple communications or twenty-five page business reports, you will learn to
analyze, write and revise multiple forms of business
documents.
By Arrangement, Aug 27–Dec 20 Cathy Uttschneider
M A S T E R O F S C I E N C E I N A P P L I E D E C O N O M I C S

Program Description
The Master of Science in Applied Economics offers a practical and comprehensive curriculum to students interested in acquiring skills related to the analysis and interpretation of data across a variety of fields. Graduates will be equipped to understand the context of data they are analyzing, analyze the data, interpret and present results to decision makers, and make recommendations bolstered by the results of the data analysis. The program provides individuals with extensive training in the tools and methods necessary for understanding complex policy issues, industry trends, and analytic strategies within specialized fields of economics including healthcare, finance, marketing, and environmental policy. These skills are developed within a curricular framework that emphasizes reflective, people-centered, ethical decision-making that reflects the Jesuit, Ignatian tradition. The program is intended for individuals seeking to begin or advance careers in industry, policy and government, or the financial sector.

The Master of Science in Applied Economics is a ten-course degree program. The program can be completed in a 16-month period, but is designed to be flexible in meeting the needs of our students. As a working professional, you may wish to attend full- or part-time. Applications are accepted on a rolling basis for admission in the fall or spring semesters. All undergraduate majors are welcome. Financial aid and career assistance are available.

Admission Requirements
• Completed online application and application fee $860 (to be paid as part of the online application)
• Bachelor’s degree from an accredited college/university (minimum GPA 3.0)
• Transcripts from each college or university in which you were enrolled
• GRE (reporting code 7534) or GMAT (reporting code 44X-HX-07) scores
• Personal Statement
• Two letters of recommendation
• Résumé
• Brief interview (in person or via video interface)
• Prerequisite courses: Principles of Microeconomics, Principles of Macroeconomics, Statistics, Calculus I and II*

*Calculus II may be taken concurrently during your first semester of study. This requirement can also be fulfilled by taking ADEC 3510 Mathematics for Economists (NOTE: This course does not count toward the degree).

International Students
In addition to the general requirements listed above, international students should provide the following:
• TOEFL or IELTS scores from within past two years, unless they have completed their undergraduate degree at a regionally-accredited US institution, or a foreign institution in which English is the medium of instruction.
• Detailed course-by-course transcript evaluation indicating conferral of an undergraduate degree that is equivalent to a U.S. bachelor’s degree from an accredited institution.

Degree Requirements
Ten courses are required to complete the Master of Science in Applied Economics.

Core Requirements
• Applied Microeconomic Theory
• Applied Macroeconomic Theory
• Econometrics
• Data Analysis
• Ethics, Economics and Public Policy

Electives
• Directed Readings and Research
• Health Care Economics
• Advanced Urban and Regional Economics
• Economics of Banking and Insurance
• Financial Economics
• Applied Stress Testing for Economists
• Empirical Health Economics
• Empirical Money and Banking
• Operations Research in Applied Economics
• Development Economic
• Big Data Econometrics
• Private Sector Development and Economic Growth
• Predictive Analytics / Forecasting
• Law and Economics
• Transfer Pricing
• Measuring Business Cycles, Trends and Growth Cycles
• Economics of Innovation & Entrepreneurship
• Software Tools for Data Analysis
• Market Research and Analysis
• Fundamentals of Private Equity
• Environmental Economics
• Directed Practicum

Scheduling and Cost
Graduate courses are scheduled ordinarily from 6:30-9:00 p.m. on week nights and 9am-noon on Saturdays. Courses meet face to face with a some offered as hybrids. Tuition in the Applied Economics program is $3378 per three-credit course plus the registration fee of $45.

M A S T E R O F S C I E N C E I N A P P L I E D E C O N O M I C S
CORE COURSES FALL 2018

ADEC 7200 Applied Macroeconomic Theory
Course covers the theory and practice of macroeconomics. The course focuses on the underlying determinants of economic growth, unemployment and inflation by developing and assessing a variety of simple models. The course also teaches the skills needed for interpreting and using macroeconomic data and models to formulate macroeconomic policy. A central feature of the course includes understanding the ability and limitations of macroeconomic policy.

ADEC 7200 01 Tues, 6:30-9:00, Aug 28-Dec 18, Fahlimo Sjahb

ADEC 7200 02 ONLINE, Oct 22-Dec 20, The Department

FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADEC 7201 Applied Microeconomic Theory
This course examines the basic models economists use to study the choices made by consumers, investors, firms, and government officials, and how these choices affect markets. The course focuses on both policy applications and business strategies. Topics include optimization, consumer choice, firm behavior, market structures, risk and uncertainty, and welfare economics.

ADEC 7201 01 Wed, 6:30-9:00, Aug 29-Dec 18, Piyush Chandra

ADEC 7201 02 ONLINE, Aug 27-Oct 18, Aleksandar Tomic

FULLY ONLINE SECTION - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.
ADEC 7310 Data Analysis
This course is designed to introduce students to the concepts and data-based tools of statistical analysis commonly employed in Applied Economics. In addition to learning the basics of statistical and data analysis, students will learn to use the statistical software package Stata to conduct various empirical analyses. Our focus will be on learning to do statistical analysis, not just on learning statistics. The ultimate goal of this course is to prepare students well for ADEC 7320.01, Econometrics.
ADEC 7310 01 Mon/Thur, 6:30–9:00, Aug 27–Oct 18, Gustavo Vicentini
MEETS ONLINE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADEC 7320 Econometrics
Pre-requisites: Intermediate Microeconomic Theory, Intermediate Macroeconomic Theory, and Data Analysis
This course focuses on the application of statistical tools used to estimate economic relationships. The course begins with a discussion of the linear regression model, and examination of common problems encountered when applying this approach, including serial correlation, heteroscedasticity, and multicollinearity. Models with lagged variables are considered, as is estimation with instrumental variables, two-stage least squares, models with limited dependent variables, and basic time-series techniques.
ADEC 7320 01 Mon/Thur, 6:30–9:00, Oct 22–Dec 20, Gustavo Vicentini

ADEC 7460 Predictive Analytics / Forecasting
Pre-requisite: ADEC 7320 Econometrics
This course will expose students to the most popular forecasting techniques used in industry. We will cover time series data manipulation and feature creation, including working with transactional and hierarchical time series data as well as methods of evaluating forecasting models. We will cover basic univariate Smoothing and Decomposition methods of forecasting including Moving Averages, ARIMA, Holt-Winters, Unobserved Components Models and various filtering methods ( Hodrick-Prescott, Kalman Filter). Time permitting, we will also extend our models to multivariate modeling options such as Vector Autoregressive Models (VAR). We will also discuss forecasting with hierarchical data and the unique challenges that hierarchical reconciliation creates. The course will use the R programming language though no prior experience with R is required.
ADEC 7460 01 Thu, 6:30–9:00, Aug 30–Dec 14, Robert Bradley
ADEC 7460 02 ONLINE Mon, 8:00–10:00 p.m., Oct 22–Dec 20, Laurence Fulton
MEETS ONLINE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.

ADEC 7430 Big Data Econometrics
Pre-requisite: ADEC 731001 Data Analysis or department approval.
In this course we will examine how to merge the economics data analysis tools with the most common “big data” tools and methods. We will examine and gain hands-on experience with the terminology, technology and methodology behind the most common big data questions. The course will expose students to the most common analytical methodology used in “big data” analytics, that is, machine learning. We will apply our newly learned skills of supervised and unsupervised learning techniques to solve various problems with a real data set. Policy recommendations will be made to interested parties at the end of the course. No prior experience with R or Python is necessary.
ADEC 7430 01 Wed, 6:30–9:00, Aug 29–Dec 19, Rasvaz Veliche

ADEC 7310 Operations Research in Applied Economics
Prerequisite: ADEC 7201 Applied Microeconomic Theory or approval of the instructor.
This course provides an introduction to the use of operations research methods in economics. For this purpose, the course starts with a brief review of the basics from microeconomic theory, calculus and linear algebra, which is followed by the conceptual foundations of economic modeling and the applications of optimization techniques on various economic problems. The course provides a very sound perspective on how to use operations research techniques in any kind of economic and managerial decision making, which has become an increasingly sought after skill. We will work on various problems, including portfolio management, resource management, environment and energy related regulations, etc.
ADEC 7430 02 ONLINE, Aug 27–Oct 19, Nathaniel Bastian
MEETS ONLINE - Asynchronous - No days or times are specified; students must participate weekly per all instructions and communications from the professor, must adhere to course schedule, and submit all course work on time.
ADEC 753001 Measuring Business Cycles, Trends and Growth Cycles
This is a hybrid course, which combines some in-person and some online class meetings. Please refer to the course syllabus in Canvas and on the Woods College website for more detailed information.
This course will focus on the measurement and analysis of business cycles with a special emphasis on business forecasting. Leading indicators are used as forecasting tools to predict when economies move from expansion to recessions and vice versa. Taking an applied empirical approach, we will cover data and tools used for analysis of short term conditions. While business cycle analysis is concerned with short-term fluctuations, understanding the long-term growth path of an economy is important to interpret short-term movements. Applications of trend estimation methods will also be covered. We will study cycles in developing economies which have experienced long periods of continuous growth. Our focus is on important economic indicators and a discussion of data issues such as price indexes, deflation, and seasonal adjustment. How can these indicators be applied and interpreted to understand short term trends in the economy? How can they assist in economic and business decision making?
Sat, 9:30–12:00, Sept 1, Sep 22, Oct 6, Oct 21, Nov 17, Dec 1, Dec 15, Ataman Ozyildirim

ADEC 782001 Economics of Innovation and Entrepreneurship
Pre-requisites: Applied Microeconomic Theory, Applied Macroeconomic Theory, and Data Analysis
Innovation and entrepreneurship have been the key drivers behind economic growth across developed economies and even more so in the U.S. However, innovations and entrepreneurship develop under a high degree of risk and uncertainty and, in most cases, rupture existing structural and traditional patterns and practices. Economic policies along with regulation set the incentives for innovation and entrepreneurship. Intellectual property rights and competition ensure that innovators receive a fertile and collaborative market structure to reach their potential.
Tue, 6:30–9:00, Aug 28–Dec 18, Esin Sile

ADEC 791001 Software Tools for Data Analysis
The course provides students with an overview of popular software packages used for data exploration, analysis and visualization. The first part of the course offers an overview of the non-programming tools spreadsheet/Excel and Tableau. In Excel we will cover basic method, tools, charts, with the emphasis on pivot tables. In Tableau students will be introduced to data collection, exploration and visualization methods. The second part of the course will provide an intro to using SQL databases, where students will learn how to create SQL queries to select, filter and arrange data. The third part of the course will cover basic data analysis in statistical software packages Stata and R. Here students will learn how to write their own code for importing, cleaning and exploring large datasets, as well as how to create, modify and export complex charts and summaries for visual, qualitative and quantitative analysis of the data.
Fri, 6:30–9:00, Aug 31–Dec 14, Anatoly Arlashin

ADEC 888001 Directed Practicum
Department permission required from the Applied Economics Program Director.
Directed Practicum course allows students in the MS in Applied Economics program to apply their coursework in a working environment either via internships for full time students or special projects at their place of employment for part-time students who work full time.
By Arrangement
WOODS COLLEGE
GRADUATE PROGRAMS (CONT.)

MASTER OF SCIENCE IN CYBERSECURITY POLICY AND GOVERNANCE PROGRAM

Program Description
The Master of Science in Cybersecurity Policy and Governance provides students with the skills necessary to manage the critical and emerging cybersecurity issues faced by private industry and government. Taught by industry leaders and practitioners, students will learn applied and "hands-on" ways to identify, assess, and manage cyber risk, and to develop and implement a proactive, comprehensive cybersecurity strategy to effectively defend, mitigate, and recover from a cyber-attack. The program prepares practitioners to lead and design a business case for investment to senior executives, Boards of Directors, and government officials, and to bridge the communication gap between IT security professionals and key business stakeholders.

Students also will learn to cultivate strategies based on ethical principles informed by company policies and government regulations to protect against and respond to cyber threats. The program emphasizes leadership, critical thinking, analytic problem solving, and strong communication skills preparing practitioners to meet and respond to the varying issues presented by the rapidly changing cyber ecosystem.

The Master of Science in Cybersecurity Policy and Governance is a ten-course degree program that can be completed in a 16-month period, but is designed to be flexible in meeting the needs of our students. The program is intended for business and government professionals, managers, and practitioners, IT professionals, and individuals seeking skills in cybersecurity strategy, leadership, management, and policy to begin or advance careers in private industry or government. As a working professional, you may wish to attend full- or part-time. Applications are accepted on a rolling basis for admission in the fall or spring semesters. Financial aid and career assistance are available.

Admission Requirements
• Completed online application and application fee $860 (to be paid as part of the online application)
• Bachelor's degree from accredited college with GPA of 3.0 or higher
• Official transcripts from each college or university in which you were enrolled
• GRE (reporting code 7534) or GMAT (reporting code 44X-IHX-15) scores*
• Personal Statement
• Two letters of recommendation
• Résumé
• Brief interview (in person or via Skype)
• 3-5 years of professional experience involving information technology, cybersecurity related issues, business management, risk management and compliance, and/or law enforcement and national security concerns.
• Those with less than 3 years of professional experience will be considered for admission based on their academic credentials and course work relative to business or operations management, business analytics, computer science or engineering, information technology, or relevant coursework as approved by the Program Director, with a grade of B or higher.**

*Waiver may be granted based upon relevant professional work experience and GPA from accredited college.

**Students who do not meet this requirement may be considered for admission with the following condition: the completion of approved course(s) at the Woods College, with a grade of B or higher.

Degree Requirements
Ten courses are required to complete the Master of Science in Cybersecurity Policy and Governance. See Admission Requirements for prerequisites.

Core Requirements
• Cyber Ecosystem and Cybersecurity
• Cybersecurity Policy: Privacy & Legal Requirements
• Network & Infrastructure Security
• Incident Response & Management
• Organizational Effectiveness: Governance, Risk Management & Compliance
• Ethical Issues in Cybersecurity & the Ignatian Paradigm

Sample Electives
• International Cybersecurity
• Investigations & Forensics
• Managing Cyber Risk: Mobile Devices & Social Networking
• Establishing the Business Case & Resource Allocation
• Security in the Cloud
• Role of Intelligence: Enabling Proactive Security
• Applied Research Project: The applied research project entails an approved applied project, and is completed in conjunction with a current job, externship, or portfolio.

Graduate courses are scheduled ordinarily from 6:30-9:00 p.m. Tuition in the Cybersecurity Policy and Governance programs is $3378 per course; the registration fee is $25.

MASTER OF SCIENCE IN CYBERSECURITY POLICY AND GOVERNANCE COURSES

ADCY 600001 Cyber Ecosystem and Cybersecurity
This course provides an overview of Cyberspace, defines the scope of Cybersecurity, and addresses information classification and system compartmentalization. Course includes an appreciation of information confidentiality, integrity, and availability, and covers Cybersecurity architecture, strategy, services, hardware, software, and cloud services. The course also examines national security issues, critical infrastructure, and the potential for cybercrime and cyber terrorism, as well as the need for corporations to align their security with business needs and consider the threat from malicious employees, contractors, and/or vendors.

Tues, 6:30-9:00, Aug 28-Dec 18, David Escalante

ADCY 605001 Cybersecurity Policy: Privacy & Legal Requirements
This course provides a comprehensive examination of the laws, regulations, and Executive Orders concerning privacy, including PCI, HIPAA, GLBA and their overseas counterparts, and the roles of Federal, State and local law enforcement. The course also examines national security issues governed by various Federal agencies (e.g., SEC, FTC, FCC, FERC), including suspicious activity reporting (SAR) requirements under the Patriot Act. Additionally, the course addresses intellectual property protection (e.g., SOX, NIST, FISMA), security classifications, data location requirements, audits, compliance assessments, and individual, class-action, and shareholder derivative litigation and liability.

Thurs, 6:30-9:00, Aug 30-Dec 20, Kevin Powers and Katherine Fick
AD CY 640001 Managing Cyber Risk: Mobile Devices & Social Networking
This course provides an in depth examination of “The Internet of Things” (IOT), mobile devices, BYOD, and social networking. It covers endpoint security, including personal and company data separation and mobile device management (MDM). Course also provides an understanding with respect to threats from phishing, baiting, pretexting, hacking, and rogue employees and/or contractors, and covers password policy, employee training, policy design, and security awareness programs.
Mon, 6:30–9:00, Aug 27–Dec 17, Julie Fitton and William Oates

AD CY 645001 Investigations and Forensics
This course covers forensic investigation, case prioritization, and case management, and addresses procedural documentation, standards of evidence, reporting, and disclosure requirements. The digital forensic portion of the course provides an understanding as to disk imaging, file recovery, trace-back techniques, network analytics, evaluation of metadata, malware, and anti-forensics. Additionally, the course covers the out-sourcing of the investigative function, or part thereof, to third parties, and provides specific case studies, including a practical laboratory project.
Wed, 6:30–9:00, Aug 29–Dec 19, Kevin Swindon and Timothy Russell

AD CY 650001 Organizational Effectiveness: Governance, Risk Management & Compliance
Technical proficiency is not enough to manage business risk. Every potential or identified threat cannot be mitigated, and organizations must choose where to focus their often limited resources to support business goals. This course focuses on Governance, Risk and Compliance (GRC) as an organizational capability that all organizations require in today’s complex world. Topics include understanding the business context of key stakeholders, corporate culture, and organizational risks. Students will understand how GRC capabilities such as enterprise risk management (ERM), compliance management (SOX, ISO, PCI, NIST, etc.) and policy management should work together to build a cohesive strategy within the business context. Students will learn about GRC technology and GRC program management required to support and grow GRC capabilities. Lastly, students will hear from guest lecturers about the roles and responsibilities of the Board of Directors, Risk/Audit Governance Committees, Chief Executives (Chief Information Security Officer (CISO), Chief Risk Officer (CRO), Chief Security Officer (CSO), etc.) and how they rely on GRC capabilities to support the business.
Wed, 6:30–9:00, Aug 29–Dec 19, Philip Aldrich

AD CY 665001 Role of Intelligence: Enabling Proactive Security
This course addresses internal and external intelligence sources, including intrusion detection, log analysis, data mining, M&A due diligence, HUMINT, and the role of an Information Security Operations Center (ISOC). From an external perspective, the course covers information gathering, intelligence feeds/sources, and fusion centers as well as the automation, filtering, validation, analysis, and dissemination of intelligence. The course also provides an understanding as to technical countermeasures (e.g., sandboxes, honeypots), and addresses the roles of DHS, FBI, NSA, and DOD.
Mon, 6:30–9:00, Aug 27–Dec 17, Michael Steinmetz and Hans Olson

AD CY 695001 Applied Research Project
Kevin Powers and Kelley Misata
MASTER OF SCIENCE IN SPORTS ADMINISTRATION

Program Description
The Master of Science in Sports Administration Program addresses the challenges and opportunities of an industry in rapid growth. Designed to propose new thinking and broaden leadership competencies for those in sports management as well as administrators and coaches, this degree focuses on balancing the needs of the many stakeholders within an athletic system. The degree focuses on development and cultivation of the individual, team, and organization through the establishment of an intentional culture of trust and commitment which adhere to the broader core values of Boston College. Students will learn how to guide team members into alignment, and learn how to embrace and overcome setbacks through a positive focus on teamwork and collaboration. Using the Jesuit principles as the foundation for leadership and decision-making, graduates will learn how to authentically lead and bring out the best in others by espousing core values as guiding principles.

Admission Requirements
Applications for admission may be submitted at any time and are reviewed on a rolling basis during the academic year. The following documentation is required (see full application for more details):

- Completed online application and application fee $60 (to be paid as part of the online application)
- Bachelor’s Degree from an accredited college with GPA of 3.0 or above *
- Official transcripts
- GRE (reporting code 7534) or GMAT (reporting code 44X-HX-15) scores (Optional)
- Personal statement
- Two letters of recommendation. (Letters must be sent directly from recommender either through online application portal or directly to Woods College. We will not accept letters that are not in a sealed envelope mailed directly from recommender)
- Resume or CV
- Brief interview (in person or via Skype)

* Applicants with GPA lower than 3.0 will be reviewed on a case by case basis.

Degree Requirements
A 10-course degree program, the M.S. in Sports Administration is offered both full and part time.

- Introduction to Sports Management
- Sports Law and Compliance
- Sports Communication and Marketing
- Sports Finance
- Sports Leadership and Ignatian-Based Ethics
- Sports Journalism
- Sports Analytics
- Coaching for Performance and Student-Athlete Development
- History of Sports: Across Time and Cultures
- Applied Research Project or Internship

PLEASE NOTE: Students currently enrolled in the MS in Leadership & Administration program are eligible to transfer in only one course, The Business of Sports.

MASTER OF SCIENCE IN SPORTS ADMINISTRATION COURSES

ADSA 750101 Introduction to Sports Management
This introduction to the professional area of sport management discusses basic philosophy and principles of sport at all levels. Students will explore issues facing sport managers through in-depth discussions and analyses of case studies from different sport industries and apply Jesuit principles to problem solving strategies. The development of effective communication skills and career development skills will be stressed through class presentations, projects and assignments.

Wed, 6:00–8:30, Aug 29—Dec 19, Deborah Hogan and Jade Morris
NOTE TIME DIFFERENCE

ADSA 750201 Sports Marketing and Communication
This course is developed to provide an understanding of marketing and communication concepts that apply to sports and sporting events. The core concepts include vision, goals, and objectives of sports marketing management, communications, branding, product management, sales, sponsorship, promotion, and research associated with the sports industry.

Tues, 6:30–9:00, Aug 28–Dec 18, James DiLoreto and D. M. Therese Byrne

ADSA 801001 Coaching for Performance & Student Athlete Development
High performance with perspective is a mission for coaches and student athletes. This course helps them identify their unique strengths and values and then describe a path to realize them. Students will write their athletic story in sports. They will then interview a coach or student athlete whom they admire and present the results of that interview to the class. Both the story and the interview will form the basis of a paper about a one-year goal with a strategic practical plan to achieve it. The plan will also refer to course concepts for optimal coaching or student-athlete development. Readings will cover theories of high performance in general and in athletics specifically, including the talent versus hard work debate; goal setting and achievement; coaching for a winning, disciplined culture through grit, habit, focus, time management, and mindfulness; and positive psychology for stress management, leadership and team building. Students will keep weekly journals, sharing thoughts relating to class discussion topics.

Mon, 6:30–9:00, Aug 27–Dec 17, Cathy Utschneider

ADSA 802001 Operations and Event Management
As the sport industry continues to grow, so do the number of sport-related event management jobs. Event management is one of the most sought-after skills in the sports and entertainment industry. With the construction of massive new facilities, there is a growing need for skilled individuals who can fill arenas, stadiums, and coliseums with programming on a yearly basis. Today’s sport event planner must be able to manage his personal life along with having strong conceptual, interpersonal, technical, and time management skills. The event planner must also be able to negotiate with sport event venues and recognize the importance of sport tourism and the need for collaborating with a wide variety of network organizations. This course provides you with necessary foundations of event management, including conceptualization, staffing, budgeting, financing, promoting, securing, and managing. You will have the opportunity to understand the competencies necessary for managing and operating sport events through theory and application.

Thurs, 6:30–9:00, Aug 30–Dec 20, Robert Prior

ADSA 990201 Applied Research Project
This capstone course is a culminating experience designed to give students the chance to apply knowledge acquired throughout their graduate education to real-world situations through in-depth, individualized research. It provides opportunity to gain insight into the meanings of professionalism and professional practice, and to produce research projects that are showcased through an academic essay and a visual presentation.

By Arrangement, Elisabeth Hiles
ONLINE MASTER OF HEALTH ADMINISTRATION

Program Description
The Master of Health Administration (MHA) offers an online, competency-based curriculum to students with previous experience in healthcare. The MHA program is designed to support the career goals of healthcare managers and supervisors. The program curriculum includes twelve required courses - eleven of which can be completed entirely online. One of the courses is offered not only online, but also includes an onsite component at Boston College's main campus over a long weekend. This short course allows students to collaborate in person with faculty, peers and leading healthcare innovators. The MHA program utilizes an online competency-based education (CBE) format that helps assure that students will develop the necessary skills demanded by healthcare employers. Each course includes a weekly, live online session (typically on a weekend, 2-3 hours maximum in length) where students engage with faculty and peers.

The MHA courses are offered in an accelerated format, with 8-week terms (6-week during summer terms). Most students choose to take one course every eight weeks and complete the program in two years. Some students with more available time may take two courses every eight weeks in order to progress even faster. An Executive Coach is assigned to each student to serve as a resource, provide support and guidance, offer career and network resources, and help with any obstacles and challenges students may encounter. Applications are accepted on a rolling basis for admission. The MHA program has 6 starting points each year. All undergraduate majors are welcome, but the program requires a minimum of two years of previous experience in a healthcare management or supervisory position.

Admission Requirements
• Online application
• Application fee ($45) paid as part of online application
• Bachelor's degree from an accredited college/university (minimum 3.0 GPA)
• Official transcripts
• GRE (reporting code 7534) or GMAT (reporting code 44X-HX-15) - Not required, but recommended for students with lower undergraduate GPA
• Personal statement
• Two letters of recommendation
• Résumé
• At least two years of previous experience in a healthcare management or supervisory role

Degree Requirements
Twelve courses are required to complete the Master of Health Administration. There are no electives. It is not possible to audit an MHA course.

Required Courses
Introduction to Healthcare Systems and Organizations
Health Policy
Healthcare Quality Management
Healthcare Innovation-Based Strategy: Managing Change
Management Theory and Organizational Behavior
Leadership in Healthcare
Healthcare Human Resources Management
Healthcare Information Technology
Healthcare Law and Ethics
Health Analytics for Decision Making and Critiquing and Assessing Evidence
Healthcare Finance
Healthcare Strategic Planning and Marketing

Tuition for the WCAS MHA program is $1,144 per credit or $4,576 per 4-credit course.

GRADUATE CERTIFICATES

A graduate certificate is ideal for students who want to upgrade their skills and improve their competitiveness in the job market, but who do not wish to invest in a full Masters degree.

Certificate Requirements
• Students must earn a grade of B or better for each course credited toward the certificate.
• Certificate requirements must be completed within two years of initial enrollment; courses are permanently retained on the student record
• Current degree students, including international students, may complete a certificate as part of their program. Non-U.S. citizens are not eligible for enrollment in a certificate program unless they are currently enrolled in a Woods College degree program.

Woods College offers five Graduate Certificates. Each graduate certificate comprises four graduate-level courses and can be completed in as few as two semesters of study.

Corporate Communication and Marketing
Required Courses: Communication in a Global Work Environment, Persuasive Communication, Public Relations, and Marketing Analytics

Data Analytics - ONLINE Certificate Program
Required Courses: Data Analysis, Econometrics, Big Data Econometrics, and Predictive Analytics/Forecasting

Executive Leadership and Organizational Development
Required Courses: Organization Theory and Design, Leadership: Theory and Practice in Organizations, Leader as Change Agent, and Business Strategy

Human Resources

Project Management

For complete information, see www.bc.edu/woods
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| - | ADEC 731002 | Data Analysis |
| - | ADEC 732001 | Econometrics |
| - | ADEC 746002 | Predictive Analytics / Forecasting |
| - | ADGR 770401 | Accounting & Financial Analysis |
| - | ADGR 777701 | Evolution Mktg Strategies in the Digital Era |
| - | ADGR 778501 | Leadership/Decision Making |
| - | ADSA 801001 | Coaching for Perfmrnce & Student Athl Dev |
| - | ADGR 805301 | Employment and Labor Law |
| - | ADAG 500001 | Accounting & Financial Analysis I |
| - | ADBI 301001 | Energy in the 21st Century |
| - | ADBM 105201 | Introduction to Organizational Behavior |
| - | ADBM 223501 | Principles of Advertising |
| - | ADBM 430001 | Business Ethics |
| - | ADCJ 100101 | Introduction to Criminology |
| - | ADCO 103001 | Public Speaking |
| - | ADEN 105301 | College Writing for Non-Natives |
| - | ADFA 180001 | Introduction to Theatre |
| - | ADFN 104801 | Personal Finance |
| - | ADHS 113301 | Modern America 1945-Present |
| - | ADIT 134801 | Information Systems Applications |
| - | ADIT 134901 | Collaborative Computing |
| - | ADLA 505301 | Calculus I |
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| TUESDAY: FALL | ADEC 600001 | Cyber Ecosystems and Cybersecurity |
| - | ADEC 720001 | Applied Macroeconomic Theory |
| - | ADEC 741001 | Operations Research in Applied Economics |
| - | ADEC 782001 | Economics of Innovation & Entrepreneurship |
| - | ADGR 778001 | Project Management |
| - | ADGR 803001 | Talent Management |
| - | ADGR 804501 | Public Relations/Crisis Communication |
| - | ADGR 820101 | Applied Techniques: Software & Reporting |
| - | ADSA 750201 | Sports Marketing and Communication |
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| - | ADAC 350001 | Audit |
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| - | ASCO 224001 | Public Relations |
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| - | ADEC 351001 | Mathematics for Economists |
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| - | ADIT 134001 | Exploring the Internet |
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| - | ADPS 110001 | Introductory Psychology |
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| WEDNESDAY: FALL | ADEC 645001 | Investigations and Forensics |
| - | ADEC 650001 | Organizational Effectiveness |
| - | ADEC 720101 | Applied Microeconomic Theory |
| - | ADEC 743001 | Big Data Econometrics |
| - | ADGR 773001 | Research Methods and Data Analysis |
| - | ADGR 800601 | Comm in a Global Work Environment |
| - | ADSA 750101 | Introduction to Sports Management |
| - | ADAC 108101 | Financial Accounting |
| - | ADAC 350001 | Audit |
| - | ADBI 112301 | Nutrition for Life |
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| - | ASCO 224001 | Public Relations |
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| - | ADEC 320101 | Microeconomics |
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| - | ADEN 304101 | Principles of Financial Management |
| - | ADGR 116801 | International Marketing |
| - | ADMT 253001 | Statistics |
| - | ADPL 125201 | Practical Logic |
| - | ADPO 132001 | Election Decisions: The American Politician |
| - | ADPS 115101 | Class, Power, and Social Change |
| - | ADPS 500101 | Leadership and Innovation |

| THURSDAY: FALL | ADEC 605001 | Cybersecurity Policy: Privacy & Legal Reqs |
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| - | ADEN 350101 | The Art of Creative Writing |
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| - | ADLA 110101 | Law for the Layperson |
| - | ADMT 106401 | Elementary Probability |
| - | ADPL 354001 | Law and Morality |
| - | ADPS 112601 | Dynamics of Success |
| - | ADPS 112901 | Psychological Trauma |
| - | ADRL 116601 | Images of Violence in Latin Amer Lit & Film |
| - | ADSO 100101 | Introductory Sociology |
| - | ADSO 112101 | Professional Criminals |
| - | ADSY 114301 | Corporate Communication |
| - | ADTH 100101 | Biblical Heritage I: Old Testament |
| - | ADTH 106401 | Foundations of Theology |

| MONDAY/THURSDAY: FALL | ADEC 731001 | Data Analysis |
| - | ADEC 732001 | Econometrics |

| FRIDAY: FALL | ADEC 791001 | Software Tools for Data Analysis |

| SATURDAY: FALL | ADEC 750001 | Ethics, Economics and Public Policy |
| - | ADEC 753001 | Managing Bus Cycles,Trends & Growth Cycles |
| - | ADCO 311201 | Career Strategies for Success |
| - | ADEN 109601 | The Craft of Writing |
| - | ADHS 112501 | Diplomatic U.S. History |
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**ITALICS INDICATES HYBRID OR FULLY ONLINE SYNCHRONOUS COURSE.**

| ONLINE: FALL | ADEN 720002 | Applied Macroeconomic Theory |
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| - | ADEC 732002 | Econometrics |
| - | ADEC 743002 | Big Data Econometrics |
| - | ADBM 105202 | Intro to Organizational Behavior |
| - | ADBM 223502 | Principles of Advertising |
| - | ADCO 103002 | Public Speaking |
| - | ADEN 113201 | Principles of Economics II: Macroecon |
| - | ADEN 225501 | Women Writers of the Mid-19th Century |
| - | ADFN 104501 | Investments: Stocks, Bonds, Securities |
| - | ADPL 125202 | Practical Logic |
| - | ADPL 150002 | Ethics |
| - | ADTH 101602 | Intro/Christian Theology I |