PUBLIC SERVICE Catalog
**ABOUT EXCELSIOR COLLEGE**

Excelsior College is a regionally accredited, nonprofit distance learning institution founded in 1971 focused on providing educational opportunity to adult learners. The College contributes to the development of a diverse, educated society by valuing lifelong learning with an emphasis on serving individuals who are historically underrepresented by higher education. Excelsior meets students where they are—academically and geographically—removing obstacles to the educational goals of adult learners through affordable access to quality instruction and the assessment of learning. Our pillars include innovation, flexibility, academic excellence, and integrity.

Excelsior College does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, or sexual orientation in the educational programs and activities which it operates.

Excelsior College is a Title IV-eligible institution offering federal student aid to students who qualify in course-based programs. Stand-alone exam-based options and certificate programs are not eligible.

**OUR MISSION**

Excelsior College provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.

**VISION**

Excelsior College is a provider of choice for adults seeking access to higher education and academic success, and it is a model for addressing societal and workforce needs.

**ACCREDITATION**

Excelsior College (and under its former name, Regents College) has been continuously accredited since 1977 by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, 215-662-5606. Middle States is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

The associate, bachelor’s, and master’s degree programs in nursing at Excelsior College are accredited by the Accreditation Commission for Education in Nursing (ACEN): Accreditation Commission for Education in Nursing (ACEN)

3343 Peachtree Road, Suite 850
Atlanta, GA 30326
404-975-5000
www.acenursing.org

The ACEN is a specialized accrediting agency for nursing recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

The bachelor’s degree programs in electrical engineering technology and nuclear engineering technology are accredited by the Engineering Technology Accreditation Commission of ABET, http://www.abet.org. The bachelor’s degree program in information technology is accredited by the Computing Accreditation Commission of ABET, http://www.abet.org. ABET is a specialized accrediting agency recognized by the Council for Higher Education Accreditation (CHEA).

Excelsior College has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215. The business programs in the following degrees are accredited by the IACBE:


All the College’s academic programs are registered (i.e., approved) by the New York State Education Department.

**RECOGNITION**

The Master of Arts in Liberal Studies program has been accepted into full membership by the Association of Graduate Liberal Studies Programs (AGLSP).

The American Council on Education’s College Credit Recommendation Service (ACE CREDIT) has evaluated and made college credit recommendations for Excelsior College Examinations.

The National League for Nursing (NLN) has designated the Excelsior College School of Nursing as a Center of Excellence in Nursing Education, 2016–2021. This distinction has been awarded in recognition of the College’s sustained achievements in creating environments that promote student learning and professional development and it is the fourth consecutive designation the School has received since the NLN began the program in 2005.


Excelsior College has achieved institutional-level recognition for implementing Quality Matters™ standards for the design of online courses. The College systematically develops and evaluates its online courses based on rigorous, research-based Quality Matters™ standards to ensure learner engagement and provide tools and information for successful learning.
Congratulations on taking the next step in your educational journey. You have made an excellent choice, and we look forward to working with you as you pursue your educational, career, and personal goals.

Excelsior College has a long history of serving those underrepresented in higher education, and expanding access to outstanding educational opportunities. You will be able to make the most of your prior learning and experiences with generous transfer credit policies and flexible options for degree completion.

The School of Public Service is dedicated to educating leaders in the public sector. Our expert faculty integrate theory with practice, and your unique experiences will complement the instruction. With a variety of degree offerings in public service from the associate to graduate level, our mission is to prepare you with the knowledge and skills essential to positively impact our society.

The School of Public Service faculty and staff are committed to your academic success. We are your partners on this journey and look forward to working together as you accomplish your goals!

Robert E. Waters, PhD
Dean, School of Public Service
LIMITATIONS

Information in this catalog is current as of July 2017, and is subject to change without advance notice.

CHANGES IN COLLEGE POLICIES, PROCEDURES, AND REQUIREMENTS

The College reserves the right to modify or revise the admission requirements of any program of the College; degree and graduation requirements; examinations, courses, tuition, and fees; and other academic policies, procedures, and requirements. Generally, program modifications and revisions will not apply to currently matriculated students so long as they actively pursue their degree requirements. However, in the event that it is necessary to make program changes for matriculated students, every effort will be made to give notice. It is also the responsibility of students to keep themselves informed of the content of all notices concerning such changes.

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Excelsior College maintains a drug-free workplace and is a drug-free school, as provided by the Federal Drug-Free Schools and Communities Act Amendments of 1989 and the Drug-Free Workplace Act of 1988.

Excelsior College does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, or sexual orientation in the educational programs and activities which it operates. Portions of this publication can be made available in a variety of formats upon request.

Campus Crime Statistics can be found at the following website: http://ope.ed.gov/security
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IMPORTANT INFORMATION FOR ALL STUDENTS

Student Policy Handbook

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues.

It is your responsibility to be familiar with these policies. The term “students” includes those currently matriculated at Excelsior College taking examinations and/or courses, non-matriculated students taking examinations and/or courses, non-matriculated students in the application process, individuals using the OneTranscript® service (formerly Credit Bank), formerly matriculated students currently in withdrawn status, and graduates.

Policies and procedures that apply only to a specific degree program are listed in the appropriate school catalog. You may download a copy of the Student Policy Handbook from our website. File your handbook with your other important academic papers and this program catalog for easy reference.

Standardized Testing Participation

Students have a responsibility to participate in standardized tests (an example is the “Proficiency Profile” published by Educational Testing Services) that may be required during the period of their enrollment. These tests may be in addition to regular coursework and are required to gather critical information on achievement of student learning. Students are expected to actively participate and make every effort to do their best on these assessments to produce scores that accurately reflect their abilities. The results from these assessments will not be part of the course grade but are crucial for the purpose of program improvement and are frequently required by regulators and accreditation agencies. Participation in these assessments contributes toward increasing the value of the degree by providing evidence of student learning to external organizations, employers, and the general public.

Excelsior College Website

Through the College’s website, you have access to a wealth of information to help you succeed as a student. If you haven’t already done so, create a MyExcelsior user account. It will serve as your gateway to a variety of support services and is where you will find up-to-date information tailored to your specific academic program as well as general announcements from the College.

General Education Outcomes for All Undergraduate Degree Programs

Each undergraduate degree program has a strong arts and sciences component designed to help you develop a broad-based understanding of multiple disciplines, to provide a breadth of academic experience to enrich your life, and to allow you to become more informed and engaged as a citizen and a lifelong learner in an increasingly complex and changing world. This arts and sciences component, offered in a delivery model of flexibility, quality, and accessibility that is based on adult learning theory, helps you to integrate knowledge from multiple sources and experiences in diverse ways of knowing. These guiding principles have thus formed the five learning goals for General Education at Excelsior College.

A. Communication and Oral Expression

Upon completion of their degree programs, Excelsior students will be able to express themselves effectively in English, both orally and in writing, and with clarity, persuasiveness, and coherence using standard conventions of communication.

B. Mathematics and Scientific Method

Upon completion of their degree programs, Excelsior students will use scientific reasoning and basic mathematical calculations in problem solving in their daily lives.

C. Information Literacy

Upon completion of the program, students will have learned to evaluate information critically. They will have learned to identify the amount and type of information needed, to locate and effectively access information, to evaluate the source of information, and to use it as per legal and ethical considerations.
D. Diversity and Global Understanding
   Excelsior students will gain an understanding of a
global society and appreciation for the complexities
of diversity so they will be able to interact effectively
with people from backgrounds and cultures different
from their own. They will challenge their own sense
of “self” vis-à-vis an understanding of those with
different thoughts, beliefs, and traditional behaviors.

E. Ethics
   Upon completion of the program, students will
recognize the importance of ethical behaviors and
decision-making.

For more information on the General Education goals
and outcomes, visit www.excelsior.edu/gened.

Average Time to Degree Completion
   Excelsior’s degree programs are designed to be
completed at your own pace. However, at Excelsior, a
student attending full-time could complete:
   ▶ an associate degree in two years;
   ▶ a bachelor’s degree in four years; or
   ▶ a master’s degree in two years.

Requirements for All Degree Programs
   Students in all undergraduate degree programs at
Excelsior College are required to meet requirements in
the following general education categories:
   ▶ Information Literacy
   ▶ Written English
   ▶ Ethics
   ▶ Humanities
   ▶ Social Sciences and History
   ▶ Natural Sciences and Mathematics

Each degree program may require credits in specific,
core subjects, within the categories listed above.

Students must work closely with their academic advi-
sors to plan how to meet the requirements that are in
place for their particular degree program.

Coursework used in transfer to satisfy the written English
requirement must be from an English-speaking institution.
English as a Second Language courses may not be used to
satisfy the written English requirement.

Technology Literacy
   Excelsior College Definition of Technology Literacy
   Based on State Educational Technology Directors
Association (SETDA)

Excelsior College defines technology literacy as the
ability to identify and responsibly use appropriate tech-
nology to communicate, solve problems, and access,
manage, integrate, evaluate, and create information
to improve learning. This will facilitate the ability to
acquire new knowledge for lifelong learning in the
21st-century global workplace.

Baseline Technology Skills and Resources
   Prior to being admitted to Excelsior College, all stu-
dents should be knowledgeable in the use of a personal
computer (Windows or Macintosh). Entering students
should have the ability to
   ▶ use a personal computer,
   ▶ use office automation programs to create, edit, store
   and print documents,
   ▶ use electronic communication tools, and search
   and retrieve information from electronic resources
to complete assignments and activities.

Students must have reliable access to a computer with
Internet connectivity.

Student’s computer and operating systems must meet
the minimal technical requirements as noted in the
Excelsior College Computer System Requirements
(www.excelsior.edu/system-requirements).

Students are required to conduct themselves appropri-
ately and professionally at all times, including online.

Students need to use the Excelsior College website to
access information, resources, and the Message Center.

See the Excelsior College Electronic Use policy
(www.excelsior.edu/electronic-use-policy).

Students are required to conduct themselves appropri-
ately and professionally at all times, including online.
The Excelsior College faculty believe the primary purpose of an undergraduate education is to expose you to a broad vision of human experience and to help you gain a full, rich understanding of the complexity of human life. We also believe that an undergraduate education will assist you in developing skills to attain a high level of accomplishment in both your career and personal life. The primary means of achieving a broad understanding of human experience and promoting self-actualization is through the College’s general education component. General education is composed of required study in the three traditional divisions of the arts and sciences: humanities, social sciences/history, and natural sciences/mathematics. We encourage this study in integrated or interdisciplinary programs such as criminal justice, military leadership, and national security.

GENERAL EDUCATION (ARTS AND SCIENCES) REQUIREMENTS

Each undergraduate degree program at Excelsior College requires the completion of general education requirements in the arts and sciences. These requirements reflect the historic philosophy of a liberal arts education, which promotes a broad foundation in the basic academic disciplines of the humanities, history and the social sciences, and mathematics and the natural sciences. These compose the distribution areas.

In the humanities, you consider the nature, meaning, and value of human existence in subjects such as art, communication, comparative literature, drama, English, foreign language, music, philosophy, and religion.

In the social sciences and history, you consider human behavior and interaction in subjects such as anthropology, criminal justice, economics, geography, government, history, political science, psychology, and sociology.

In the natural sciences and mathematics, you analyze, measure, and investigate the natural world in subjects such as biology, chemistry, geology, mathematics, and physics.

Your Excelsior College education should include the nine learning experiences outlined by the Association of American Colleges and Universities: abstract thinking and critical analysis, reading and writing, understanding of numerical data, historical awareness, recognition of science as a human endeavor, refinement of values, development of art appreciation, international and multicultural experience, and in-depth study.

The degree programs in the School of Public Service allow the flexibility of using applied professional credits to meet degree requirements beyond the required credits in the arts and sciences, general education, and major requirements. Applied professional courses are found within those disciplines in which you apply theoretical knowledge to solve specific problems. These are disciplines such as architecture, business, computer science, education, graphic design, law, library science, management, medicine, nutrition, social work, and some areas of the criminal justice, military leadership, and national security fields.

Physical Education Credits

A maximum of 2 semester credits is awarded for physical education activity courses.
Written English Requirement (WER)

Students are required to demonstrate competence in expository writing in English.

- Associate degree students must complete one expository writing course or examination (minimum three credit hours or four quarter hours) with a minimum of C grade. This must be completed within the first 13 Excelsior College credits attempted.

- Bachelor’s degree students must complete two expository writing courses or examinations (minimum six credit hours or eight quarter hour credits) with a minimum of C grade.

OR

- One expository writing course or examination (minimum three credit hours or four quarter hours) and one applied writing or writing intensive course (minimum three credit hours or four quarter hours). The expository writing course must be completed within the first 13 Excelsior College credits attempted.

Methods of Satisfying the Written English Requirement (WER)

A. College coursework

   Expository writing courses such as Excelsior College’s ENG 101 English Composition, ENG 102 Composition II, ENG 102A Advanced Composition II, ENG 201 Writing for the Professions, or MLS 500 Graduate Research and Writing (some restrictions apply).

B. Examination

   1. UExcel® exam, ENGx111 English Composition exam (fulfills the requirement for associate and bachelor’s degrees)

   2. UExcel® exam, ENGx110 College Writing exam (fulfills the requirement for the associate degrees; partially fulfills the requirement for the bachelor’s degrees)

   3. Advanced Placement (AP) English Examinations (fulfills the requirement for the associate and bachelor’s degrees)

C. Statement of Equivalency

   Submission of an official statement from a regionally accredited institution, from which transfer credit is being accepted, verifying satisfactory completion of the student’s writing requirement. The statement must reflect whether the institution had a one-course or two-course writing requirement in effect at the time of the student’s matriculation.

D. Noncollegiate-sponsored instruction

   Successful completion of a noncollegiate-sponsored instructional writing course or program that has been evaluated by either the NYS Board of Regents National College Credit Recommendation Service (formerly National PONSI) or the American Council on Education Center for Adult Learning and Educational Credentials (ACE CREDIT), and contains a recommendation of at least 3 semester-hour credits for the course; this course must contain an actual assessment of the student’s competence in expository writing in English.

   A maximum of two semester courses or three quarter courses of credit in English composition/freshman English courses will apply toward degree requirements. Courses or examinations used to fulfill the written English requirement may not be used to satisfy the humanities requirement.

Information Literacy Requirement

Students are expected to demonstrate competency in information literacy. The standards, performance indicators, and outcomes for this requirement were selected from the Association of College and Research Libraries (ACRL) Information Literacy Competency Standards for Higher Education. Competency will be assessed through a 1-credit pass/fail course offered online by Excelsior College, INL 102 Information Literacy. Excelsior College also offers CCS 120 EC Success Seminar and CCS 112 Success Strategies for Military and Veterans for 3 credits. Successful completion of the five “library assignments” embedded in either of these courses with a grade of “C” or better will satisfy the Information Literacy requirement. Additionally, successful completion of a course taken at a regionally accredited college within the past five years covering comparable content can be reviewed for transferability.

The information-literate student will be able to determine the nature and extent of the information needed.
access needed information effectively and efficiently.

- evaluate information and its sources critically.
- incorporate selected information into their knowledge base and value system.
- understand many of the economic, legal, and social issues surrounding the use of information.
- access and use information ethically and legally.

Students seeking additional information should check the Excelsior College website or consult with their academic advising team.

Humanities Requirement

Students seeking an undergraduate degree must complete a minimum of 3 semester hours in the humanities. For degrees within the School of Public Service, this requirement is fulfilled by the ethics requirement.

Throughout this catalog the term “credits” is used to indicate semester hours. Quarter hours are converted to semester hours by multiplying quarter-hour values by two-thirds.

POLICIES SPECIFIC TO UNDERGRADUATE DEGREES

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success.

See page v for more information.

Total Credits

You must earn a minimum of 60 credits for an associate degree and 120 credits for a bachelor’s degree. The credits must satisfy the requirements prescribed for each type of degree.

Minimum Academic Average

You must have a cumulative grade point average (GPA) of 2.0 or better in order to graduate. In addition, a 2.0 GPA or better is also required in the major component of the degree.

Professional/Clinical Restriction

The faculty have placed a restriction on the use of professional and clinical credits from theological, chiropractic, dental, medical, and physician assistant programs to those credits needed to complete degree requirements. We strongly suggest that if you intend to apply such credits toward a graduate degree or to seek state certification/licensure (either now or in the future), you inquire of the appropriate graduate program, licensing board, or state agency whether it imposes restrictions on the use of graduate credits toward an undergraduate degree. (If you are a chiropractic student seeking licensure in the state of Florida, and if you matriculated into a doctor of chiropractic program after July 1, 2000, you will not be allowed to seek licensure using chiropractic credits that have been applied toward your bachelor’s degree. Information about states’ chiropractic licensing requirements is accessible at www.fclb.org.)

Mathematics Restriction

Arithmetic courses and courses that have been designated as developmental or remedial may not be used toward your degree. No more than three courses of mathematics credit below the level of calculus may be applied to any degree. One of the three courses or examinations preceding calculus may be of an elementary level. Representative titles of math courses below the level of calculus include College Math, College Algebra, Elementary Functions, Modern Math, Fundamentals of Algebra, Trigonometry, and Precalculus.

ACADEMIC ADVISING MISSION STATEMENT

We, as Excelsior College professional academic advisors, actively engage and support our students in the development and achievement of their academic, career, and personal goals.

ACADEMIC ADVISING VALUES

Our academic advising community is dedicated to:

- Empowering students as lifelong learners;
- Building a collegial environment of mutual trust and respect;
- Providing quality student service;
- Inspiring student success.
MISSION STATEMENT

The School of Public Service provides high-quality, flexible online programs that shape a workforce committed to improving society by driving positive social outcomes. We integrate theory with practice, equipping professionals with the necessary knowledge and skills to be leaders in their fields and producing graduates who are sought by employers. Our expert faculty, staff, and alumni contribute to the national dialogue on important issues in the public arena.

GOALS

The School of Public Service will:

► Develop a core of public professionals who — by their work, achievement, and values — exemplify the mission of the school.

► Engage practitioners and academic faculty who bring knowledge, expertise, and professional networks to develop and sustain high-quality academic offerings.

► Strive to be agile and responsive to market demand for relevant programs.

► Cultivate and sustain a cadre of public service leaders who serve as advocates for Excelsior College and our educational model.

► Create and sustain partnerships with private, public, and philanthropic organizations, agencies, and stakeholders.
Every associate degree program requires a minimum of 60 credits for completion. Of that minimum, a specific number of credits are required in written English, general education, humanities, ethics, information literacy, arts and sciences electives, and a capstone requirement course.

The associate degrees require a total of 60 credits. Within that total, at least 30 credits must be earned in the arts and sciences. The remaining 30 credits may be earned with applied professional credit, additional arts and sciences credit, or a combination of both. The charts on page 4 and page 6 show the distribution of credits required for our associate degrees.

Degree Requirements

I. Arts and Sciences (30 credits)

   ▶ General Education Requirement: 3 credits in written English (minimum grade of C required) and 6 credits are required in each of the three distribution areas: humanities (including ethics), social sciences/history, and natural sciences/mathematics. (A minimum of 2 credits in college-level mathematics and 2 credits in the natural sciences are required.)

II. Additional Requirements (27 credits)

   Required credits are distributed as follows:

   ▶ Information Literacy Requirement: 1 credit
   ▶ Applied Professional and/or Additional Arts and Sciences credits: 26 credits

III. Capstone Requirement (3 credits)

   This requirement must be completed at Excelsior College and cannot be transferred in. A grade of C or better is required to satisfy the capstone requirement.
ASSOCIATE DEGREE PROGRAMS

ASSOCIATE OF SCIENCE IN CRIMINAL JUSTICE

DEGREE REQUIREMENTS: 18 credits minimum with at least a 2.0 GPA

An Associate of Science in Criminal Justice integrates the theories, history, and legal and ethical issues typically covered in the study of crime and the criminal justice system. It is recommended you also complete coursework outside the criminal justice major in psychology, sociology, and communications to better place your knowledge of the field in its broader social context. Graduates with an associate degree in this field are positioned to join the ranks of many agencies that require only 60 college credits to begin work. It is also a solid foundation upon which you may begin your bachelor’s degree.

Outcomes for the Major

Students who complete the Associate of Science in Criminal Justice will be able to:

- Describe the various components of the criminal justice system—Legislation, Enforcement, Judicial, and Correctional.
- Explain the major sociological and psychological theories of crime.
- Explain how ethics is used in the decision-making process of the criminal justice system.
- Analyze the various forms of diversity throughout the criminal justice system.
- Describe the various criminal justice career opportunities.

Core Requirements

A. CJ 101 Introduction to Criminal Justice
B. CJ 110 Introduction to Law Enforcement
C. CJ 120 Introduction to Corrections
D. CJ 256 Criminal Justice Administration
E. CJ 265 Criminal Procedure and Evidence
F. CJ 298 Criminal Justice Capstone (Associate Degree), a grade of C or better required
# Associate of Science in Criminal Justice

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## MAJOR COMPONENT REQUIREMENTS

**REQUIRED**: 18 Credits minimum with at least a 2.0 GPA

### CORE REQUIREMENTS
- CJ 101 Introduction to Criminal Justice
- CJ 110 Introduction to Law Enforcement
- CJ 120 Introduction to Corrections
- CJ 256 Criminal Justice Administration
- CJ 265 Criminal Procedure and Evidence
- CJ 298 Criminal Justice Capstone*^2^^

### MINIMUM CREDITS FOR MAJOR COMPONENT REQUIREMENTS

These credits will satisfy requirements in the Arts & Sciences and Additional Requirements components of your degree.

| TOTAL DEGREE CREDITS REQUIRED | 60 |

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* A minimum of 2 credits must be in mathematics and 2 credits must be in the natural sciences.

* The Capstone course must be taken at Excelsior College and cannot be transferred in.
ASSOCIATE OF SCIENCE IN PARALEGAL STUDIES

DEGREE REQUIREMENTS: 24 credits minimum and at least a 2.0 GPA

The Associate of Science in Paralegal Studies prepares you to fulfill a variety of roles within the legal arena. It is designed for people new to, or already working in, the legal industry who want to grow and advance in their careers. It also allows for transfer into baccalaureate degree programs like legal studies, business, criminal justice, health sciences, and the liberal arts. Paralegals/legal assistants work under the supervision of an attorney and are vital support professionals in the business sector, government agencies, and law firms.

Outcomes for the Major
Students who complete the Associate of Science in Paralegal Studies will be able to:

- Prepare effective legal documents and arguments through academically and professionally appropriate written discourse.
- Perform legal research and communicate the results clearly and concisely utilizing logical arguments and analyzing other people’s arguments.
- Apply principles of legal ethics in a work environment taking the dynamics of diversity in our society and across cultures into consideration.

Core Requirements
A. LS 100 Introduction to Law
B. LS 101 Legal Research & Writing I
C. LS 102 Civil Litigation
D. LS 220 Contract Law
E. LS 115 Law Office Procedure and Technology
F. LS 201 Legal Research & Writing II
G. Legal Studies Elective
H. LS 298 Legal Studies Capstone, a grade of C or better required
# Associate of Science in Paralegal Studies

<table>
<thead>
<tr>
<th>ARTS AND SCIENCES REQUIREMENTS</th>
<th>CREDIT HOURS</th>
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<tbody>
<tr>
<td>▶ Written English Requirement</td>
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<tr>
<td>▶ General Education Requirement Distribution Areas (27 credit minimum)(1)</td>
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<td>Humanities</td>
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<td>Ethics</td>
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<td>Social Sciences/History</td>
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<td>Mathematics</td>
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<tr>
<td>▶ Additional Arts and Sciences Electives</td>
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</table>

**TOTAL CREDITS FOR ARTS AND SCIENCES REQUIREMENTS**

30

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<thead>
<tr>
<th>ADDITIONAL REQUIREMENTS</th>
<th>CREDIT HOURS</th>
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<tbody>
<tr>
<td>▶ Applied Professional Credits or Additional Arts and Sciences(1)</td>
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<td>▶ Information Literacy</td>
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**TOTAL CREDITS FOR ADDITIONAL REQUIREMENTS**

30

<table>
<thead>
<tr>
<th>MAJOR COMPONENT REQUIREMENTS</th>
<th>CREDIT HOURS</th>
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<tbody>
<tr>
<td>REQUIRED: 24 Credits minimum with at least a 2.0 GPA</td>
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<tr>
<td>▶ CORE REQUIREMENTS</td>
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<td>LS 100 Introduction to Law</td>
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<tr>
<td>LS 101 Legal Research &amp; Writing I</td>
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<tr>
<td>LS 102 Civil Litigation</td>
<td>3</td>
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<tr>
<td>LS 220 Contract Law</td>
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<tr>
<td>LS 115 Law Office Procedure and Technology</td>
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<tr>
<td>LS 201 Legal Research &amp; Writing II</td>
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<td>LS 298 Capstone(2)</td>
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<tr>
<td>▶ ELECTIVE REQUIREMENTS (3 credits)</td>
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**MINIMUM CREDITS FOR MAJOR COMPONENT REQUIREMENTS**

These credits will satisfy requirements in the Arts & Sciences and Additional Requirements components of your degree.

24

**TOTAL DEGREE CREDITS REQUIRED**

60

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(1) Credits used to satisfy requirements in one area may simultaneously satisfy requirements in another area.

(2) The Capstone course must be taken at Excelsior College and cannot be transferred in.
STUDENT LEARNING OUTCOMES

Critical Thinking
Students will be able to engage in advanced critical thinking skills, including demonstrating the ability to remember information, understand key concepts, apply these concepts appropriately, analyze phenomena, evaluate and justify positions, and create coherent arguments in the student’s chosen field of study.

Communication
Students will demonstrate advanced written and oral communication skills and be able to express complex ideas with clarity and precision.

Diversity
Students will be able to articulate the significance of diversity as a fundamental principle for understanding life.

Ethics
Students will be able to apply concepts of ethical conduct and social responsibility in decision-making and action.
BACHELOR OF SCIENCE
DEGREE REQUIREMENTS

Every baccalaureate degree program requires a minimum of 120 credits for completion. Of that minimum, a specific number of credits are required in written English, ethics, general education, humanities, information literacy, arts and sciences electives, and a capstone requirement course.

Degree Requirements

The Bachelor of Science requires a total of 120 credits. Within that total, at least 60 credits must be earned in the arts and sciences with at least 21 of those 60 credits earned at the upper (advanced) level. The remaining 60 credits, of which at least 9 must be earned at the upper (advanced) level, may be earned with applied professional credit, additional arts and sciences credit, or a combination of both.

An upper-level designation is given to courses offered at four-year institutions to juniors and seniors who have met prerequisites by completing introductory and intermediate courses in the subject area. The number of the course is determined by the offering institution but must be a number representing upper-level work at that four-year institution. Courses offered at two-year colleges or community colleges will not be considered for upper-level credit.

I. Arts and Sciences (60 credits)

Required credits are distributed as follows:

▶ General Education Requirement:
6 credits in written English (minimum grade of C required), and 9 credits are required in each of the three distribution areas: humanities (including ethics), social sciences/history, and natural sciences/mathematics. (A minimum of 2 credits in college-level mathematics and 2 credits in the natural sciences are required.)

▶ Additional Arts and Science Electives: A total of 27 credits in arts and science courses of your choosing. A portion of these credits will be used to complete credits needed for the major.

II. Additional Requirements (57 credits)

Required credits are distributed as follows:

▶ Information Literacy Requirement: 1 credit
▶ Applied Professional and/or Additional Arts and Sciences credits: 56 credits

III. Capstone Requirement (3 credits)

This requirement must be satisfied at Excelsior College and cannot be transferred in. A grade of C or better is required to pass the capstone requirement.

You are subject to the degree requirements in effect at the time of matriculation or program/degree transfer (program transfer refers to a change from one school to another; degree transfer refers to changing degrees within the same school).

The faculty reserves the right to make changes in curricular requirements as necessary to reflect current professional practice. Changes may affect both matriculated and prospective students. It is your responsibility to keep informed of such changes. We make every effort to inform you of changes as they occur. Current information about degree requirements is posted on our website. Information about changes to degree requirements is also made available on our website.
BACHELOR OF SCIENCE IN CRIMINAL JUSTICE

DEGREE REQUIREMENTS: 33 credits minimum with at least 18 at the upper level and a minimum 2.0 GPA

A bachelor’s degree in criminal justice incorporates the theories, history, and legal and ethical issues typically covered in the study of crime and the criminal justice system. Because a number of perspectives and related disciplines exist within the field of criminal justice, you are encouraged to develop depth, breadth, and understanding in one of four areas of concentration: criminal justice administration, homeland security, investigative forensics, law enforcement and public safety, or non-concentration. It is recommended that you also complete coursework outside the criminal justice major in psychology, sociology, and communications to better place your knowledge of the field in its broader social context.

Criminal Justice Program Outcomes
All students who successfully complete the criminal justice major, regardless of their concentration, will be able to demonstrate proficiency in the following areas:

1. Analyze the legislative, enforcement, judicial, and correctional components of the criminal justice system, and their interactions.
2. Apply the major legal, criminological, and sociological theories to policies and procedures within the criminal justice system.
3. Analyze the ethical issues that arise in the criminal justice system and generate possible solutions.
4. Assess contemporary literature in the field of criminal justice.
5. Evaluate the changing demographics of society and their impact on the criminal justice system.

I. Core Requirements for All Concentrations
   A. CJ 101 Introduction to Criminal Justice
   B. CJ 110 Introduction to Law Enforcement
   C. CJ 256 Criminal Justice Administration
   D. CJ 324 Criminology
   E. CJ 410 Research Methods in Criminal Justice
   F. CJ 498 Criminal Justice Capstone, with a grade of C or better.

Criminal Justice Administration Concentration

Outcomes for the Concentration
Students who complete the concentration in criminal justice administration will be able to:

► Apply administrative functions and processes, and organizational strategies to the field of criminal justice.
► Explain the theoretical bases of criminology and victimology.
► Describe the ethical issues that may arise in criminal justice and generate potential solutions.
► Discuss the relationship between diverse social demographics and the criminal justice system.
► Demonstrate the influence of criminal justice literature on policy decision making.

II. Concentration Requirements
   A. CJ 120 Introduction to Corrections
   B. CJ 228 Multicultural Issues in Criminal Justice
   C. CJ 330 Judicial Process
   D. Two courses from the following: CJ 301 Juvenile Delinquency and Justice, CJ 310 Family Law, or other applicable courses.
BACHELOR OF SCIENCE IN CRIMINAL JUSTICE (continued)

Homeland Security Concentration

Outcomes for the Concentration
Students who complete the concentration in homeland security will be able to:

- Explain the interdisciplinary nature of homeland security, emergency management, and policy making.
- Apply knowledge and skills to assume leadership roles in homeland security and emergency management.
- Discuss the ethical issues that may arise in homeland and emergency management.
- Appraise security risks based upon organizational needs and resources in both the private and public sectors.
- Describe the influence domestic and global diversity has on homeland security strategies.

II. Concentration Requirements

A. CJ 125 Introduction to Homeland Security
B. CJ 352 Domestic Terrorism
C. CJ 356 Emergency Management
D. Two courses from the following: CJ 350 International Terrorism, CJ 450 Counterterrorism, CJ 458 Unconventional Weapons Preparation and Response, CJ 460 Infrastructure Security and Policy, or other applicable courses.

Investigative Forensics Concentration

Outcomes for the Concentration
Students who complete the concentration in investigative forensics will be able to:

- Describe the roles forensics play in the criminal justice system.
- Describe the various types of forensic sciences (i.e., forensic psychology, digital forensics, forensic pathology, etc.).
- Explain the scientific principles of forensics.
- Identify the difference between tangible evidence gathered scientifically, eye-witness testimony, and non-testimonial evidence.
- Explain the various roles forensic experts play in investigation, court, and correctional settings.

II. Intermediate and Upper-Level Courses

A. CJ 265 Criminal Procedure and Evidence
B. CJ 360 Forensic Pathology; Non-Lab
C. PSY 375 Forensic Psychology
D. Two courses from the following: IT 406 Computer Forensics, CYS 426 Cyberattacks and Defense, or other applicable courses.
Law Enforcement and Public Safety Concentration

Outcomes for the Concentration

Students who complete the concentration in law enforcement and public safety will be able to:

- Describe the roles that law enforcement and public safety play in the criminal justice system.
- Apply contemporary criminological and social theories to law enforcement and public safety.
- Explain the ethical issues faced by law enforcement officials and consider potential solutions.
- Discuss how social demographics affect law enforcement practice and policy.

II. Intermediate and Upper-Level Courses

A. CJ 228 Multicultural Issues in Criminal Justice
B. CJ 301 Juvenile Delinquency and Justice
C. CJ 365 Police and the Community
D. Two courses from the following: CJ 120 Introduction to Corrections, CJ 315 Gangs in America, CJ 432 Drugs and Crime, CJ 436 Child Abuse and Neglect, or other applicable courses.

Non-Concentration

Criminal justice courses selected with assistance of an academic advisor and approved by the faculty program director.
**Bachelor of Science in Criminal Justice**

**ARTS AND SCIENCES REQUIREMENTS**

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<td>Ethics</td>
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**ADDITIONAL REQUIREMENTS**

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<th>Applied Professional Credits or Additional Arts and Sciences</th>
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**TOTAL CREDITS FOR ARTS AND SCIENCES REQUIREMENTS**

AT LEAST 21 CREDITS AT THE UPPER (ADVANCED) LEVEL

**ADDITIONAL REQUIREMENTS**

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<th>Information Literacy</th>
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**TOTAL CREDITS FOR ADDITIONAL REQUIREMENTS**

AT LEAST 9 CREDITS AT THE UPPER (ADVANCED) LEVEL

**MAJOR COMPONENT REQUIREMENTS**

REQUIRED: 33 credits minimum with at least 18 credits at the upper/advanced level and a minimum 2.0 GPA

**CORE REQUIREMENTS**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tr>
<td>CJ 101</td>
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<tr>
<td>CJ 110</td>
<td>Introduction to Law Enforcement</td>
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<td>CJ 256</td>
<td>Criminal Justice Administration</td>
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<td>CJ 324</td>
<td>Criminology</td>
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<td>CJ 410</td>
<td>Research Methods in Criminal Justice</td>
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<tr>
<td>CJ 498</td>
<td>Criminal Justice Capstone)</td>
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**CONCENTRATION OPTIONS**

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<td>Criminal Justice Administration</td>
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<td>Law Enforcement and Public Safety</td>
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<td>Homeland Security</td>
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<td>Non-concentration</td>
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<tr>
<td>Investigative Forensics</td>
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</table>

**MINIMUM CREDITS FOR MAJOR COMPONENT REQUIREMENTS**

33

**TOTAL DEGREE CREDITS REQUIRED**

120

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(1) The Capstone course must be taken at Excelsior College and cannot be transferred in.
BACHELOR OF SCIENCE IN MILITARY LEADERSHIP

DEGREE REQUIREMENTS: 33 credits minimum with at least 18 at the upper level and a minimum 2.0 GPA

Outcomes for the Major
Students who complete the major in Military Leadership will be able to:

▶ Analyze the application of military leadership in full spectrum operations.
▶ Evaluate the role of DIME in military operations. (diplomatic, information, military, economics, cultural/social).
▶ Evaluate decision-making in an ethical dilemma.
▶ Assess military leadership during conflict and peace-time operations.
▶ Critique strategic leadership characteristics within a global-geo-political environment.

I. Core Requirements

A. MIL 312 Military Leadership: Skills for the 21st Century
B. BNS 301 National Security Ethics and Diversity
C. POL 351 War and Peace After the Cold War, HIS 333 The US and Mexico: History and International Relations
D. MIL 301 Great Military Leaders
E. MIL 498 Military Studies Capstone, a grade of C or better required.

II. Intermediate/Advanced Requirements

Six (6) credits or two courses in each of the following areas:

A. Military History or Politics such as:
   MIL 230 US Military History, CJ 328 Crimes Against Humanity, HIS 351 Cold War, HIS 352 U.S.-Vietnam War, HIS 333 The US and Mexico: History and International Relations, HIS 332 History of US Foreign Policy Since 1898

B. The Application of Leadership such as:
   BUS 311 Organizational Behavior (examination also available), COMM 324 Conflict Management, PSY 420 Human Motivation

Six (6) credits or two courses from any of the following areas:

C. Military Intelligence/National Security such as:

Diplomacy/Foreign Affairs/Culture such as:
   BNS 303 Comparative National Security, HIS 332 History of US Foreign Policy Since 1898, Advanced-level foreign language credit, Defense Language Institute or Defense Language Proficiency Exams, applies to this area.

Terrorism/Counterterrorism such as:
   CJ 350 International Terrorism, CJ 352 Domestic Terrorism, CJ 450 Counterterrorism, CJ 458 Unconventional Weapons Preparation and Response
## Bachelor of Science in Military Leadership

**ARTS AND SCIENCES REQUIREMENTS**

<table>
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<tr>
<th>General Education Requirement Distribution Areas</th>
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<tr>
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<tr>
<td>Additional Arts and Sciences Electives</td>
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**TOTAL CREDITS FOR ARTS AND SCIENCES REQUIREMENTS**

At least 21 CREDITS AT THE UPPER (ADVANCED) LEVEL

**ADDITIONAL REQUIREMENTS**

<table>
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<tr>
<th>Applied Professional Credits or Additional Arts and Sciences</th>
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<tbody>
<tr>
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</table>

**TOTAL CREDITS FOR ADDITIONAL REQUIREMENTS**

At least 9 CREDITS AT THE UPPER (ADVANCED) LEVEL

**MAJOR COMPONENT REQUIREMENTS**

**REQUIRED:** 33 credits minimum with at least 18 credits at the upper/advanced level and a minimum 2.0 GPA

**CORE REQUIREMENTS**

- MIL 312 Military Leadership: Skills for the 21st Century
- BNS 301 National Security Ethics and Diversity
- POL 351 War and Peace After the Cold War or
- HIS 333 The US and Mexico: History and International Relations
- MIL 301 Great Military Leaders
- MIL 498 Military Studies Capstone

**Six (6) credits or two courses from each of the following areas**

- Military History or Politics
- The Application of Leadership

**Six (6) credits or two courses from any of the following areas**

- Military Intelligence/National Security
- Terrorism/Counterterrorism
- Diplomacy/Foreign Affairs/Culture

**MINIMUM CREDITS FOR MAJOR COMPONENT REQUIREMENTS**

33

**TOTAL DEGREE CREDITS REQUIRED**

120

1 Capstone course must be taken at Excelsior College and cannot be transferred in.
BACHELOR OF SCIENCE IN HOMELAND SECURITY AND EMERGENCY MANAGEMENT

DEGREE REQUIREMENTS: 33 credits minimum with at least 18 at the upper level and a minimum 2.0 GPA

The Bachelor of Science in Homeland Security and Emergency Management prepares you for employment and advancement in homeland security and emergency management-related professions. This program focuses on first responders’ ability to coordinate activities effectively and efficiently across agency lines, governmental jurisdictions, and property boundaries.

Outcomes for the Major
Students who complete the Bachelor of Science in Homeland Security and Emergency Management will be able to:

- Characterize homeland security and emergency management interoperability.
- Analyze risks and threats within the context of homeland security and emergency management.
- Evaluate all hazard events impact on homeland security and emergency management policies, procedures, and planning.
- Scrutinize ethical issues in homeland security and emergency management and produce possible solutions.

I. Core Requirements

A. HEM 125 Introduction to Homeland Security
B. HEM 356 Emergency Management
C. HEM 352 Domestic Terrorism
D. CJ 410 Research Methods in CJ or BNS 303 Comparative National Security Analysis
E. HEM 452 Security Planning & Assessment
F. HEM 460 Infrastructure Security & Policy
G. HEM 498 Capstone, a grade of C or better required

II. Emphasis Area (Select One)

Nine (9) credits required in one of the following areas:

A. Agency Management such as: BUS 311 Organizational Behavior, BUS 312 Managing Human Resources, BUS 315 Labor Relations, or other related areas

B. Counterterrorism such as: CJ 350 International Terrorism, CJ 450 Counterterrorism, CJ 458 Unconventional Weapons Preparation and Response, or other related areas

C. Cybersecurity such as: CYS 300 Computer Systems Security Fundamentals, CYS 345 Cybersecurity Defense in Depth, CYS 450 Security Focused Risk Management, or other related areas

D. Emergency Response Health Management such as: HSC 205 Intro to Health Care Management, HSC 305 Critical Issues in Health Care Management, HSC 346 Post-traumatic Stress Disorder, or other related areas

E. Open Emphasis: Courses selected with assistance of academic advisor and approved by faculty program director.

III. Electives (3 credits)
Bachelor of Science in Homeland Security and Emergency Management

ARTS AND SCIENCES REQUIREMENTS

<table>
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<tr>
<th>Requirement</th>
<th>Credit Hours</th>
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<tr>
<td>Written English Requirement</td>
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</table>
| General Education Requirement Distribution Areas (27 credit minimum)
  Humanities                                                   | 7            |
  Ethics                                                        | 2            |
  Social Sciences/History                                       | 9            |
  Mathematics                                                   | 2            |
  Natural Sciences                                              | 2            |
  Natural Sciences/Mathematics                                  | 5            |
| Additional Arts and Sciences Electives (optional)              | 27           |

**TOTAL CREDITS FOR ARTS AND SCIENCES REQUIREMENTS**

AT LEAST 21 CREDITS AT THE UPPER (ADVANCED) LEVEL

60

ADDITIONAL REQUIREMENTS

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<th>Requirement</th>
<th>Credit Hours</th>
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<tr>
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**TOTAL CREDITS FOR ADDITIONAL REQUIREMENTS**

AT LEAST 9 CREDITS AT THE UPPER (ADVANCED) LEVEL

60

MAJOR COMPONENT REQUIREMENTS

REQUIRED: 33 Credits minimum with at least 18 at the upper (advanced) level and a minimum 2.0 GPA.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>CORE REQUIREMENTS</td>
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</tbody>
</table>
  HEM 125 Introduction to Homeland Security                      |              |
  HEM 356 Emergency Management                                  |              |
  HEM 352 Domestic Terrorism                                    |              |
  CJ 410 Research Methods in Criminal Justice or BNS 303 Comparative National Security Analysis | |
| EMPHASIS AREA (9 credits in one of the following areas)        |              |
  Agency Management
    BUS 311 Organizational Behavior                              |              |
    BUS 312 Managing Human Resources                             |              |
    BUS 315 Labor Relations                                      |              |
    Other related areas                                          |              |
  Cybersecurity
    CYS 300 Computer Systems Security Fundamentals               |              |
    CYS 345 Cybersecurity Defense in Depth                       |              |
    CYS 450 Security Focused Risk Management                     |              |
  Counterterrorism
    CJ 350 International Terrorism                               |              |
    CJ 450 Counterterrorism                                      |              |
    CJ 458 Unconventional Weapons Preparation and Response      |              |
  Emergency Response Health Management
    HSC 205 Intro to Health Care Management                      |              |
    HSC 305 Critical Issues in Health Care Management            |              |
    HSC 346 Post-traumatic Stress Disorder                       |              |
  Open Emphasis
    Courses selected with assistance of academic advisor and approved by faculty program director. | |
| ELECTIVE (3 credits)                                          | 3            |

**MINIMUM CREDITS FOR MAJOR COMPONENT REQUIREMENTS**

These credits will satisfy requirements in the Arts & Sciences and Additional Requirements components of your degree.

33

**TOTAL CREDITS REQUIRED**

120

1 Credits used to satisfy requirements in one area may simultaneously satisfy requirements in another area.

2 A portion of these credits will be used to complete credits needed for the major.

3 The Capstone course must be taken at Excelsior College and cannot be transferred in.
BACHELOR OF SCIENCE IN NATIONAL SECURITY

DEGREE REQUIREMENTS: 33 credits minimum with at least 18 at the upper level and a minimum 2.0 GPA

Outcomes for the Major

Students who successfully complete the Bachelor of Science in National Security will be able to:

- Describe the interdisciplinary character of national security (e.g., history, political science, public administration, social science, psychology, economics, military leadership, and cybersecurity).
- Examine the instruments of power (e.g., diplomatic, military, information, economic, social) and how nation-states leverage each for strategic advantage in a competitive international environment.
- Explain how the U.S. and other nations create, evaluate, and revise national security strategy and policies.
- Analyze the ethical issues surrounding the field of national security and develop solutions to address them.
- Assess the national security posture of the United States.

I. Core Requirements

A. BNS 101 Introduction to National Security
B. BNS 301 National Security Ethics and Diversity
C. POL 351 War and Peace After the Cold War, POL 363 Order and Disorder in the Middle East and North Africa
D. BNS 303 Comparative National Security Analysis
E. BNS 498 National Security Capstone, must be completed with a grade of C or better.

II. Concentration (Select One)

18 credits in one of the following areas:

A. Military Leadership such as:
   MIL 301 Great Military Leaders, MIL 312 Military Leadership: Skills for the 21st Century, CJ 350 International Terrorism, MIL 230 United States Military History

B. Intelligence and Security Analysis such as:

C. Diplomacy/International Relations such as:

D. Cybersecurity such as:

E. Topics in National Security: Courses selected with assistance of academic advisor and approved by faculty program director.
## Bachelor of Science in National Security

### Arts and Sciences Requirements

<table>
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<th>General Education Requirement Distribution Areas</th>
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<td>Ethics</td>
<td>3</td>
</tr>
</tbody>
</table>

**Additional Arts and Sciences Electives**  

Total Credits for Arts and Sciences Requirements  
At least 21 credits at the upper (advanced) level.  

Total Credits for Additional Requirements  
At least 9 credits at the upper (advanced) level.  

### Additional Requirements

<table>
<thead>
<tr>
<th>Applied Professional Credits or Additional Arts and Sciences</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Literacy</td>
<td>1</td>
</tr>
</tbody>
</table>

### Major Component Requirements

**Required:** 33 credits minimum with at least 18 credits at the upper/advanced level and a minimum 2.0 GPA

**Core Requirements**

- BNS 101 Introduction to National Security  
- BNS 301 National Security Ethics and Diversity  
- POL 351 War and Peace After the Cold War or POL 363 Order and Disorder in the Middle East and North Africa  
- BNS 303 Comparative National Security Analysis  
- BNS 498 National Security Capstone  

**Concentration Options** (Choose one, 18 credits required)

- Military Leadership  
- Cybersecurity  
- Intelligence and Security Analysis  
- Topics in National Security  
- Diplomacy/International Relations

Minimum Credits for Major Component Requirements: 33  
These credits will satisfy requirements in the Arts & Sciences and Additional Requirements components of your degree.

### Total Degree Credits Required

120

---

1 The Capstone course must be taken at Excelsior College and cannot be transferred in.
The School of Public Service offers graduate degrees in Criminal Justice and Public Administration. These degree programs seek to give students the theoretical base and the applicable skills to make them stand out in their field. Both degree programs have core foundational courses that lay the groundwork for concentration areas. The programs have unique capstone courses that allow students to demonstrate the knowledge they have gained by dealing with real-life issues and providing solutions. The portfolio of courses prepare students to be forward-thinking leaders in the areas of criminal justice and public administration.
The Master of Science in Criminal Justice (MSCJ) program requires 30 credits (semester hours) of interdisciplinary study in criminal justice divided between the core requirements and concentration. All students take 18 credits of core courses and a 3-credit capstone at the end of the program.

Program Outcomes

Students who complete the master’s in criminal justice will be able to:

1. Integrate the evolution of important criminological theories with the development of contemporary criminal justice policy.
2. Critique the criminal justice system and its policies through the application of current theory and literature to contemporary issues.
3. Gather, analyze, and interpret quantitative and qualitative data in the field of criminal justice and report on findings.
4. Interpret the Court’s decisions concerning constitutional law as they impact the professionals in the criminal justice system.
5. Evaluate the use of ethical theory in the criminal justice system’s decision-making process.

Homeland Security and Emergency Management Concentration

This concentration provides students with an in-depth understanding of homeland security and emergency management as they relate to criminal justice. Courses examine domestic and international issues and trends and their impact on criminal justice. Students who decide to complete this concentration will need to complete a minimum of 9 credits in this subject area.

Outcomes for the Concentration

Students who complete the master’s in criminal justice with a concentration in homeland security will be able to:

1. Analyze and evaluate contemporary homeland security issues as they relate to criminal justice based on an understanding of the domestic and international processes affecting homeland security.
2. Construct an argument for the relationship between current theories of emergency management and their practical application within the American criminal justice system.

Minimum Grade Requirement

Master of Science in Criminal Justice students must achieve a minimum grade of C in all Excelsior College courses and have an overall GPA of 3.0 to graduate.

Justice Administration Concentration

This concentration provides students with an in-depth understanding of justice administration. Courses examine the issues and considerations of a leadership position in the criminal justice field. The objective of the concentration is to provide people in the field with the knowledge and credentials they need to advance and succeed in leadership positions in criminal justice. Students who decide to complete this concentration will need to complete a minimum of 9 credits in this subject area.

Outcomes for the Concentration

Students who complete the master’s in criminal justice with a concentration in justice administration will be able to:

1. Evaluate the use of ethical theory in the criminal justice system’s decision-making process.
2. Appraise how criminal justice agencies are influenced by the external environment, including the media, legislature, and executive offices.
MASTER’S DEGREE REQUIREMENTS

I. Core Courses (18 Credits)

These courses provide students with an overall education in criminal justice at the graduate level. Students may take these courses in any order, except for statistics and research methods. Students must successfully complete the statistics class before they can take research methods.

- MCJ 600 Criminology
- MCJ 610 Criminal Justice Theory and Policy
- MCJ 612 Quantitative Analysis for Criminal Justice
- MCJ 614 Research Methods in Criminal Justice
- MCJ 620 Constitutional Law
- MCJ 625 Legal & Ethical Issues in Criminal Justice

II. Concentration Requirements (9 credits)

Students must complete 9 credits in their concentration.

NON-CONCENTRATION (9 credits of the following)
- MCJ 616 Corrections
- MCJ 618 Law Enforcement
- MCJ 626 Overview of Justice Administration
- MCJ 640 Risk Assessment in Homeland Security
- MCJ 650 Terrorism and Counterterrorism
- MCJ 652 Mental Health Issues in Criminal Justice
- MCJ 660 Human Trafficking

HOMELAND SECURITY AND EMERGENCY MANAGEMENT (9 credits of the following)
- MCJ 650 Terrorism and Counter Terrorism
- MCJ 651 Overview: Homeland Security and Emergency Management
- MCJ 630 Risk Assessment in Homeland Security

III. Capstone (3 credits)

The capstone course must be completed last, after all other program requirements have been met.

- MCJ 900 Criminal Justice Capstone

Transfer Credit Policy

Students may, pending advisor approval, transfer a maximum of 15 credits provided that they meet all of the following criteria:

- courses are similar in content and level to courses in the MSCJ program.
- student received a grade of B- or better.
- grade is documented on an official transcript.
- transfer credit must have been earned no more than 10 years prior to the date of admissions acceptance.
- credits were taken from a regionally accredited college or foreign equivalent.

Excelsior College reserves the right to determine which courses are accepted toward the degree.

Capstone courses must be completed at Excelsior College.
# Master of Science in Criminal Justice

## Core Course Component

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCJ 600 Criminology</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 610 Criminal Justice Theory and Policy</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 612 Quantitative Analysis for Criminal Justice</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 614 Research Methods in Criminal Justice</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 620 Constitutional Law</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 625 Legal and Ethical Issues in Criminal Justice</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Credits for Core Course Requirements:** 18

## Capstone Requirement

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCJ 900 Criminal Justice Capstone</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Credits for Capstone Requirement:** 3

## Concentration Component

(Choose one concentration from the following)

### Non-Concentration

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCJ 616 Corrections</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 618 Law Enforcement</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 626 Overview of Justice Administration</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 630 Risk Assessment in Homeland Security</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 640 Crisis Management in a Public Forum</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 650 Terrorism and Counterterrorism</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 651 Overview: Homeland Security &amp; Emergency Management</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 652 Mental Health Issues in Criminal Justice</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 660 Human Trafficking</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Credits for Non-Concentration:** 9

### Homeland Security and Emergency Management Concentration

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCJ 630 Risk Assessment in Homeland Security</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 650 Terrorism and Counterterrorism</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 651 Overview: Homeland Security &amp; Emergency Management</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Credits for Homeland Security and Emergency Management Concentration:** 9

### Justice Administration

(Choose 3 of the following courses, for a total of 9 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCJ 611 Public Budgeting &amp; Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 626 Overview of Justice Administration</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 628 Personnel Management in Criminal Justice</td>
<td>3</td>
</tr>
<tr>
<td>MCJ 652 Mental Health Issues in Criminal Justice</td>
<td>3</td>
</tr>
<tr>
<td>MWB 620 Arbitration</td>
<td>3</td>
</tr>
</tbody>
</table>

**Total Credits for Justice Administration Concentration:** 9

**Total Degree Credits Required:** 30
MASTER OF PUBLIC ADMINISTRATION

The Master of Public Administration (MPA) program at Excelsior College is designed to teach students the fundamentals of working in the public and nonprofit sectors. Focusing on management and administration, the courses provide students with an understanding of leadership development, nonprofit management, personnel management, public budgeting, economics, statistical analysis, strategic management, and technology management. Students may come from a variety of backgrounds, including management, political science, psychology, sociology, and economics, and should have a desire to serve their communities by working in the public or nonprofit sectors.

The degree helps students develop analytical, decision-making, and leadership skills and prepares them for leadership positions in government and nonprofit organizations. The program is an innovative, online, applied graduate program that produces public service leaders who are skilled, ethical, act as key influencers, and work toward the well-being of society.

Program Outcomes
A graduate of the program will be able to:

- Integrate fundamentals of leadership and management theory and practice within public administration.
- Apply public administration principles within diverse organizations and populations to achieve positive outcomes for the citizenry.
- Interpret and analyze data to formulate and influence decision-making.
- Assess the use of technology to assist in solving complex problems and optimizing resources.
- Apply ethical standards to the practice of public administration.

Outcomes for the Concentration
Upon completion of the concentration, students will be able to:

1. Utilize a variety of mediation techniques to resolve conflict. (mediation)
2. Analyze the impact of conflict on organizations and interpersonal relationships. (workplace-conflict)
3. Apply models of arbitration to successfully resolve conflicts.

Mediation and Arbitration Concentration
The Mediation and Arbitration concentration is for students seeking the skill set necessary to resolve issues and disputes in the public sector workplace. Examples of such issues and disputes include, but are not limited to: application of civil service employment rules and regulations; collective bargaining negotiations and union contract provision applications; vendor relationships; agency-to-agency and public-private partnership arrangements; and agency relationships with executive, legislative, and judicial offices. The Mediation and Arbitration concentration’s intent is to augment the services of an agency attorney, not to function as a substitute for an attorney.

Minimum Grade Requirement
Master of Public Administration students must achieve a minimum grade of C in all Excelsior College courses.

Degree Requirements
The Master of Public Administration (MPA) program requires 36 credits (semester hours) of interdisciplinary study. All students take 24 credits of core courses, which provide students with graduate-level understanding of public administration. Students must also complete 9 credits of elective courses and a 3-credit capstone course at the end of the program.
IV. Core Courses (24 credits)

These courses provide students with an overall education in public administration at the graduate level. Students are strongly encouraged to begin with MPA 600 Public Administration Theory and Practice but may take these courses in any order.

- MPA 600 Introduction to Public Administration Theory and Practice
- MPA 602 Public Management in a Political Environment
- MPA 603 Strategic Public Personnel Management
- MPA 604 Ethics and Personal Leadership Development
- MPA 611 Public Budgeting and Financial Management
- MPA 621 Economics for Public Policy
- MPA 625 Statistical Analysis for Decision Making
- MPA 631 Leveraging Technology in the Public Sector

V. Non-Concentration Electives (9 credits)

Choose two from the following courses:

- MPA 640 Crisis Management in a Public Forum
- MPA 651 Contemporary Issues in Nonprofit Management
- BUS 554 Change Management
- MWB 601 Mediation
- MWB 610 Workplace/HR Mediation
- MWB 620 Arbitration

Choose one from the following courses:

- MPA 660 Public Communications: Influencing with Integrity
- BUS 501 Business Communications
- HSC 500/ MLS 500 Graduate Research and Writing

VI. Mediation and Arbitration

Concentration Requirements (9 credits)

- MWB 601 Mediation
- MWB 610 Workplace/HR Mediation
- MWB 620 Arbitration

VII. Capstone (3 credits)

The capstone can only be taken when all other requirements for the MPA are completed.

- MPA 698 Capstone in Public Administration

Transfer Credit Policy

Students may, pending advisor approval, transfer up to 33 credits provided that they meet all of the following criteria:

- courses are similar in content and level to courses in the MPA program.
- student received a grade of B- or better.
- grade is documented on an official transcript from a regionally accredited college or foreign equivalent.
- credit was earned no more than 10 years prior to the date of admissions acceptance.

Excelsior College reserves the right to determine which courses are accepted toward the degree.

Students are subject to the degree requirements in effect at the time of their enrollment or program/degree transfer (program transfer refers to change from one school to another; degree transfer refers to changing degrees within the same school). There is a six-year time limit for completion of this degree. Students who are unable to complete the MPA in six years will be dismissed from the program and invited to re-apply under any new degree requirements.

The faculty reserves the right to make changes in curricular requirements as necessary to reflect current professional practice. Changes may affect both matriculated and prospective students. It is the students’ responsibility to keep informed of such changes. The school will make every effort to inform students of changes as they occur.

Current information about degree requirements is posted on the website. Information about changes to degree requirements is also made available on the website.
## Master of Public Administration

**36 CREDITS**

### CORE COURSE COMPONENT

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA 600 Introduction to Public Administration Theory &amp; Practice</td>
<td>3</td>
</tr>
<tr>
<td>MPA 602 Public Management in a Political Environment</td>
<td>3</td>
</tr>
<tr>
<td>MPA 603 Strategic Public Personnel Management</td>
<td>3</td>
</tr>
<tr>
<td>MPA 604 Ethics and Personal Leadership Development</td>
<td>3</td>
</tr>
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<tr>
<td>MPA 625 Statistical Analysis for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MPA 631 Leveraging Technology in the Public Sector</td>
<td>3</td>
</tr>
</tbody>
</table>

**TOTAL CREDITS FOR CORE COURSE REQUIREMENTS: 24**

### CONCENTRATION REQUIREMENTS (CHOOSE ONE)

#### NON-CONCENTRATION

Choose two (2) of the following courses, for a total of 6 credits.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA 640 Crisis Management in a Public Forum</td>
<td>3</td>
</tr>
<tr>
<td>MPA 651 Contemporary Issues in Nonprofit Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 554 Change Management</td>
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</tr>
<tr>
<td>MWB 601 Mediation</td>
<td>3</td>
</tr>
<tr>
<td>MWB 610 Workplace/HR Mediation</td>
<td>3</td>
</tr>
<tr>
<td>MWB 620 Arbitration</td>
<td>3</td>
</tr>
</tbody>
</table>

Choose one (1) of the following courses, for a total of 3 credits.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA 660 Public Communications: Influencing with Integrity</td>
<td>3</td>
</tr>
<tr>
<td>BUS 501 Business Communications</td>
<td>3</td>
</tr>
<tr>
<td>MLS 500 Graduate Research and Writing</td>
<td>3</td>
</tr>
</tbody>
</table>

**TOTAL CREDITS FOR NON-CONCENTRATION: 9**

#### MEDIATION AND ARBITRATION CONCENTRATION

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MWB 601 Mediation</td>
<td>3</td>
</tr>
<tr>
<td>MWB 610 Workplace/HR Mediation</td>
<td>3</td>
</tr>
<tr>
<td>MWB 620 Arbitration</td>
<td>3</td>
</tr>
</tbody>
</table>

**TOTAL CREDITS FOR MEDIATION AND ARBITRATION CONCENTRATION: 9**

### CAPSTONE REQUIREMENT

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPA 698 Capstone in Public Administration</td>
<td>3</td>
</tr>
</tbody>
</table>

**TOTAL DEGREE CREDITS REQUIRED: 36**
COURSES

The listing on the following pages provides numbers, titles, and brief descriptions of undergraduate and graduate courses available through the School of Public Service. Please visit the course section of the Excelsior College website to see current offerings and to determine when each course will be offered.

UNDERGRADUATE LEVEL

Remember to contact your academic advisor for approval prior to registering for any courses to ensure that they will apply toward your degree as expected. Not every course is offered every term. Please check our website for course availability.

BNS 101 Introduction to National Security L

This course is situated at the intersection of American politics and international relations. Its purpose is to examine the formulation and implementation of national security policy. In the process of our study we consider several distinct conceptual frameworks of policy formation, the actors involved in policy making and the political-domestic and global-interactions that determine grand strategy and security politics in an advanced democracy. Specifically, we examine the international environment and the contemporary threat system, the authority granted by the Constitution to actors such as Congress, the Presidency, and various executive departments and agencies (Defense, Homeland Security, CIA, etc.) and the roles they fulfill in preserving national security and advancing the national interest.

BNS 303 Comparative National Security Analysis U

This course focuses on the complexities associated with the national interests and security of nations and non-state actors in international relations. Covering aspects of sociology, economics, and practical analysis, the course comprises eight topical modules. It allows the student to become familiar with the underlying economic and sociological factors which compel nations and non-state actors to seek local and international partnerships or conflict. The course will benefit military and security operators as well as students of international relations, macro-economics, and political science.

BNS 301 National Security Ethics and Diversity U

This course is a practical study of ethics in the National Security arena and examines the ethical issues facing individuals and institutions in and outside the government, nationally and internationally. Concepts and principles will be used throughout the course to give meaning to specific behaviors, but theory will be related to real-world applications. This course discusses some of the ethical dimensions of public service. The principles addressed apply to behavior in all walks of life, but the focus of application will be on officials working in the national security area.

BNS 305 Cybersecurity in National Security U

This course focuses on the emerging security issues that arise from an ever increasing presence of computers and computer enabled devices in the defense, intelligence, and economic fabric of modern life. This course examines the definitions of cybersecurity and cyber risk in a national security context in order to inform future leaders and practitioners of the opportunities and challenges of cyberspace. This course concentrates on the policy dimensions of cybersecurity rather than the technical aspects of network defense and attack. Issues of cybercrime, cyber espionage, cyber war, and cyber diplomacy will be considered. Future leaders in national security must understand the possible approaches to cybersecurity and the impacts cyber policy can and will have on U.S. National Security as well as global security.

BNS 307 Intelligence in National Security U

This course focuses on the United States Intelligence Community and the processes to collect, analyze, and disseminate intelligence to national security policy-makers. Students examine what intelligence is, the development of the Intelligence Community agencies, and the role each agency contributes to national
security. Application of critical thinking is used to
determine the methodology of conducting intelligence
in a democracy in order to define what the Intelligence
Community can, or cannot do. This course will benefit
students interested in national security, military stud-
ies, international relations, and political science.

BNS 498 National Security Capstone
This capstone seminar represents the culmination of
your educational experience leading to a degree in
National Security. Previous coursework has provided
understanding of the complex and multidisciplinary
field of national security affairs; including the struc-
tures and powers granted by the Constitution, the roles
of government branches, departments and agencies
and the role of the electorate. The topical focus of this
seminar may vary according to semester and instruc-
tor. We examine the global context of American
national security, including the enduring and emerging
threats to security and the national interest, and the
strategic challenges a democratic nation confronts in
formulating a successful grand strategy that provides
national security and enjoys the widespread support of
American voters and public opinion.

CJ 125 Introduction to Homeland Security
This course provides an overview of the concept of
Homeland Security, and how it has evolved since the
September 11th terrorist attacks in New York City.
Also covered is the need to balance terrorism threats,
natural disasters, and other hazards; the critical role
of communications and social media; intelligence and
counterterrorism, border security and immigration,
transportation safety and security, communications,
cybersecurity, and critical infrastructure protection;
identification of vulnerabilities, mitigation, prevention,
and preparedness; all-hazards response and recov-
ery; statutory actions, critical guidance documents,
directives, and legislation; the hierarchical organi-
zational structure of the Department of Homeland
Security (DHS), and the various programs and actions
undertaken by government agencies, community
organizations, and the private sector in support of
homeland security concepts.

CJ 101 Introduction to Criminal Justice
A broad overview of the criminal justice system in the
United States. Students develop their understanding
of criminal justice by acquiring a basic knowledge of
the law, legal theories, and administrative challenges.
Covers the entire process from arrest through convic-
tion, incarceration, and reentry into society.

CJ 110 Introduction to Law Enforcement
Examines the history and major functions of modern
law enforcement agencies and personnel. Special atten-
tion is paid to career opportunities and alternatives in
the field of law enforcement.

CJ 120 Introduction to Corrections
Discusses the organization and functions of corrections
within the criminal justice system and emphasizes
the evolution of corrections for the rehabilitation of
offenders. Students discuss the future of corrections
with an eye toward continuing the current evolution of
correctional systems in American society.

CJ 128 Multicultural Issues in Criminal Justice
Suggested Prereq: CJ 101 Intro to Criminal Justice
Introduces students to the pervasive influence of
culture, race, and ethnicity in the workplace and com-
unities. Focuses on the cross-cultural contact that
persons working in criminal justice have with citizens,
victims, suspects, and coworkers from diverse back-
grounds. Major themes include the need for awareness,
understanding of cultural differences, and respect
toward those of varied backgrounds.

CJ 256 Criminal Justice Administration
This course provides a comprehensive discussion
of criminal justice administration through the
integration of relevant theories, research findings,
and the application of best practices within criminal
justice organizations. Included in this course are the
basic concepts of an organization, its management,
and the criminal justice system's environment;
and issues regarding communication, motivation,
leadership, and job design. Additionally, the areas of
group behavior and processes within criminal justice
organizations regarding occupational socialization, power and political behavior, organizational conflict and effectiveness, decision making, and change and innovation will be presented.

CJ 265 Criminal Procedure and Evidence L
Suggested Prereq: CJ 101 Intro to Criminal Justice
This course provides a comprehensive introduction and in-depth analysis of the rules of evidence and criminal procedural law in the United States. Specifically, it addresses case law, which interprets the constitutionally guaranteed Fourth, Fifth, Sixth, and Eighth Amendments, and the admissibility of evidence in court proceedings. Particular emphasis is placed upon arrest, search and seizure, confessions and admissions, the privilege against self-incrimination, the right to counsel, the exclusionary rule and its exceptions, burden of proof, and procedural due process.

CJ 298 Criminal Justice Capstone (Associate Degree) L
The associate degree capstone course allows learners the opportunity to coalesce what they have learned about criminal justice throughout the program. Learners will analyze various aspects of the criminal justice system and apply their knowledge to discuss, generate, and write solutions regarding technical, legal, ethical, and demographic issues that may arise in this field.

CJ 301 Juvenile Delinquency and Justice U
CJ 301 is cross-listed with SOC 301 Juvenile Delinquency and Justice. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Explores the judicial processes employed in handling minor criminal offenders, those generally under the age of 18 years. These include arrest, legal guardian responsibilities, sealed court records, case adjudication, sentencing, and juvenile corrections. Also covered are the biological, psychological, and sociocultural aspects of delinquency and its causes, potential deterrence, and rehabilitation modalities.

CJ 310 Family Law U
CJ 310 is cross-listed with POL 310 Family Law. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Suggested Prereq: CJ 101 Intro to Criminal Justice
Examines the relationship between the American family, judicial, and social service systems. Topics include defining “family,” marriage, parent-child relationships, divorce, property division, child custody and support issues, cohabitation, paternity, adoption, assisted conception, and the juvenile justice and social service delivery systems.

CJ 315 Gangs in America U
Suggested Prereq: CJ 101 Intro to Criminal Justice
Examines the problem of gangs in America. Topics will include biological, psychological, and sociocultural reasons why gangs form, why people join gangs, and society’s response to the problems that arise from gang activity. Also studied will be gangs in prison, military gangs, criminal enterprise, gang symbols, graffiti, and tactics of street gangs. Students will learn law enforcement’s response to, and control methods of, gangs, as well.

CJ 324 Criminology U
CJ 324 is cross-listed with SOC 324 Criminology. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Suggested Prereq: CJ 101 Intro to Criminal Justice
This course provides an in-depth study of the nature and causes of crime and criminal behavior. Using a multidisciplinary approach, the course focuses on criminal topologies and criminological theories. Topics range from crime causation to the extent of crime, victimization, and social and psychological theories. Learners will address various types of criminality such as violence, property crimes, and public offenses, as well as the application of these theories to criminal justice policies and procedures.
**CJ 330 Judicial Process**

Suggested Prereq: CJ 101 Intro to Criminal Justice

This course explores the structure of the United States’ court system, how it operates and what it does; in essence, the functions and processes of the American judicial system. Civil and criminal trial courts and appellate courts and processes will be discussed, as will alternative dispute resolution mechanisms. Students will also look at why courts function in certain ways, looking at the how the various actors influence the courts, particularly those involved in the judicial selection process and the judges themselves. Finally, students will engage in an evaluation of judicial process and the court system in the U.S.: its positives and negatives; comparison with court systems in other countries; and proposals for change.

**CJ 350 International Terrorism**

CJ 350 is cross-listed with HEM 350 International Terrorism. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Suggested Prereq: CJ 101 Intro to Criminal Justice

Examines the history, political and religious contexts, and modern manifestations of international terrorism and terrorist organizations. Terrorism originating in the Middle East, Europe, Asia, and Latin America is included.

**CJ 352 Domestic Terrorism**

CJ 352 is cross-listed with HEM 352 Domestic Terrorism. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Suggested Prereq: CJ 101 Intro to Criminal Justice

This course introduces the student to the phenomenon of terrorism as it originates in the United States. Homegrown terrorism has its own unique characteristics as compared to terrorism overseas and involves a study of the foundations of domestic terrorism with an examination of its history and philosophies. Topics include current and active domestic groups, and their organizational structure, philosophies, and networks.

Just as other countries around the world have their own indigenous terrorism problems, so does the United States. In this course, the emphasis will be on American-origin terrorism. Students will consider the causes and dynamics of different kinds of domestic terrorism along with strategies for combating it.

**CJ 360 Forensic Pathology (Non-Lab)**

Suggested Prereq: CJ 101 Intro to Criminal Justice

A practical approach to the world of forensic pathology as it applies to criminal and forensic investigation within the medicolegal system. This course will examine the causes, mechanisms, and manners of death encountered in natural, accidental, suicidal, and homicidal circumstances. We will examine conclusions made in death inquiries for their validity and impact on justice, public safety, and future determinations. Students will come to understand the issues that confront police investigators, medical examiners, prosecutors and defense attorneys as they analyze selected cases to experience the complexity of death investigations and to increase their skills in correctly identifying the elements leading to the demise of the victim. Special attention will be paid to handling of death investigation cases to insure that those entering or working in the field do not destroy or overlook important information that would lead to a proper analysis, a successful investigation, and a satisfactory conclusion.

**CJ 365 Police and the Community**

Suggested Prereq: CJ 101 Intro to Criminal Justice

An in-depth examination and analysis of the relationship between American law enforcement and the
communities they serve. Many areas of policing are explored at intermediate and advanced levels, to include community policing, diversity issues, and other current issues and controversies in municipal policing.

**CJ 380 Ethics in Criminal Justice**

*Required Prereq: CJ 101 Intro to Criminal Justice*

Examines ethical issues specifically related to the criminal justice profession. Issues include professional communications, including government regulation and policy, free speech, client/victim/investigative privacy, accuracy in media, and the impact of science and technology on communications.

**CJ 387 White Collar Crimes**

*Required Prereq: CJ 101 Intro to Criminal Justice*

Focuses on topics and issues in the area of white-collar crime. Examines and contrasts the treatment of corporate and white-collar offenders by the criminal justice and regulatory justice systems. Explores the nature and scope of white-collar crimes, crime types, case studies, and the etiology of offending.

**CJ 410 Research Methods in Criminal Justice**

This course will introduce students to the methodology of designing their own empirical research and evaluating the research of others in the field of criminal justice. The course begins with an introduction to research in the social sciences. It introduces the philosophy of social science and several theoretical approaches used in criminal justice research. The course then concentrates on the details of criminal justice research design. Finally, qualitative, comparative, and quantitative research design and analysis methods will be studied.

**CJ 432 Drugs and Crime**

*CJ 432 is cross-listed with SOC 432 Drugs and Crime. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

Analyzes the political, economic, social, and cultural factors that shape the use of illicit, misused, or abused substances. Includes consideration of the way these factors influence the social and legal response to drug use.

**CJ 436 Child Abuse and Neglect**

*Required Prereq: CJ 350 International Terrorism; CJ 352 Domestic Terrorism; CJ 354 Managing Homeland Security; or CJ 355 Analyzing Intelligence, Terrorism and National Security*

Students learn to recognize the signs of physical abuse, emotional abuse, sexual abuse, physical neglect, and emotional neglect in children. Explores caregiver responsibility in reporting abuse, how to help victims, specific factors that exist in families who abuse or neglect their children, and how to work with parents and community agencies to change this. A major emphasis in this course is on helping the student understand the special learning needs of the abused or neglected child, and how to meet those needs in the regular classroom. Cultural, societal, and personal components that lead to child abuse are discussed, as well.

**CJ 450 Counterterrorism**

*CJ 450 is cross-listed with HEM 450 Counterterrorism. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

*Required Prereq: CJ 350 International Terrorism; CJ 352 Domestic Terrorism; CJ 354 Managing Homeland Security; or CJ 355 Analyzing Intelligence, Terrorism and National Security*

Introduces the principles and approaches to countering terrorism in the United States and elsewhere in the world. Examines the question of whether or not efforts and activities associated with counterterrorism should be primarily law enforcement-oriented or military-oriented. Analyzes the ethics concerning the restrictive rules of collecting intelligence by military and other non-law enforcement organizations.

**CJ 458 Unconventional Weapons Preparation and Response**

*CJ 458 is cross-listed with HEM 458 Unconventional Weapons Preparation and Response. Students in the Criminal Justice major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

This course provides students with a basic understanding of the strategies for preparing and responding to Chemical, Biological, Radiological and Nuclear (CBRN) incidents and disasters, whether of criminal or accidental origin. Incident planning, assessment, mitigation and recovery from those situations will be addressed. This course is intended for both home-
This course covers infrastructure security and policies, primarily the security of airports, railways, hospitals, communications, electric grids, power plants, water systems, and other interconnected critical infrastructure entities. Policies for risk analysis and the implementation of security procedures will also be covered.

**CJ 498 Criminal Justice Capstone**

*Prereqs: Completion of INL, WER, and most of the CJ courses required for the major (including CJ 101 Intro to Criminal Justice, CJ 110 Intro to Law Enforcement and CJ 255 Organizational and Administrative Strategies in Criminal Justice). Students must be within 15 credits of degree completion and obtain advisor approval.*

Intended as the last course of the major. Students research and prepare an application paper analyzing their area of concentration (Administration of Justice, Homeland Security, or Law Enforcement and Public Safety) in the context of a problem statement approved by the instructor. The problem statement is generated by each student and incorporates their knowledge of the criminal justice system, their area of concentration, and the ethical and social diversity issues involved in the resolution of the problem.

**HEM 125 Introduction to Homeland Security**

*HEM 125 is cross-listed with CJ 125 Introduction to Homeland Security. Students in the Homeland Security & Emergency Management major should elect to register for the HEM version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

This course provides an overview of the concept of Homeland Security, and how it has evolved since the September 11th terrorist attacks in New York City.

Also covered is the need to balance terrorism threats, natural disasters, and other hazards; the critical role of communications and social media; intelligence and counterterrorism, border security and immigration, transportation safety and security, communications, cybersecurity, and critical infrastructure protection; identification of vulnerabilities, mitigation, prevention, and preparedness; all-hazards response and recovery; statutory actions, critical guidance documents, directives, and legislation; the hierarchical organizational structure of the Department of Homeland Security (DHS), and the various programs and actions undertaken by government agencies, community organizations, and the private sector in support of homeland security concepts.

**HEM 350 International Terrorism**

*HEM 350 is cross-listed with CJ 350 International Terrorism. Students in the Homeland Security & Emergency Management major should elect to register for the HEM version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

Examines the history, political and religious contexts, and modern manifestations of international terrorism and terrorist organizations. Terrorism originating in the Middle East, Europe, Asia, and Latin America is included.

**HEM 352 Domestic Terrorism**

*HEM 352 is cross-listed with CJ 352 Domestic Terrorism. Students in the Homeland Security & Emergency Management major should elect to register for the HEM version of this course. Students may not take both versions of this course and have the credit count toward graduation.*

*Suggested Prereq: CJ 101 Intro to Criminal Justice*

This course introduces the student to the phenomenon of terrorism as it originates in the United States. Homegrown terrorism has its own unique characteristics as compared to terrorism overseas and involves a study of the foundations of domestic terrorism with an examination of its history and philosophies. Topics include current and active domestic groups, and their organizational structure, philosophies, and networks. Just as other countries around the world have their own indigenous terrorism problems, so does the
United States. In this course, the emphasis will be on American-origin terrorism. Students will consider the causes and dynamics of different kinds of domestic terrorism along with strategies for combating it.

**HEM 356 Emergency Management**

HEM 356 is cross-listed with CJ 356 Emergency Management. Students in the Homeland Security & Emergency Management major should elect to register for the HEM version of this course. Students may not take both versions of this course and have the credit count toward graduation.

This course covers the organization and management of the various aspects of emergencies due to natural disasters, man-made disasters, terrorism, or war. Reactive procedures covered will include response and recovery efforts. Proactive measures will include preparedness and training of both government entities and private citizens, alike.

**HEM 450 Counterterrorism**

HEM 450 is cross-listed with CJ 450 Counterterrorism. Students in the Homeland Security & Emergency Management major should elect to register for the HEM version of this course. Students may not take both versions of this course and have the credit count toward graduation.

Suggested Prereq: CJ 350 International Terrorism; CJ 352 Domestic Terrorism; CJ 354 Managing Homeland Security; or CJ 355 Analyzing Intelligence, Terrorism and National Security

Introduces the principles and approaches to countering terrorism in the United States and elsewhere in the world. Examines the question of whether or not efforts and activities associated with counterterrorism should be primarily law enforcement-oriented or military-oriented. Analyzes the ethics concerning the restrictive rules of collecting intelligence by military and other non-law enforcement organizations.

**HEM 458 Unconventional Weapons Preparation and Response**

HEM 458 is cross-listed with CJ 458 Unconventional Weapons Preparation and Response. Students in the Homeland Security & Emergency Management major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

This course provides students with a basic understanding of the strategies for preparing and responding to Chemical, Biological, Radiological and Nuclear (CBRN) incidents and disasters whether of criminal or accidental origin. Incident planning, assessment, mitigation and recovery from those situations will be addressed. This course is intended for both homeland security and emergency management students. However, it may also be used as an AP elective in other areas.

**HEM 460 Infrastructure Security and Policy**

HEM 460 is cross-listed with CJ 460 Infrastructure Security and Policy. Students in the Homeland Security & Emergency Management major should elect to register for the CJ version of this course. Students may not take both versions of this course and have the credit count toward graduation.

This course covers infrastructure security and policies, primarily the security of airports, railways, hospitals, communications, electric grids, power plants, water systems, and other interconnected critical infrastructure entities. Policies for risk analysis and the implementation of security procedures will also be covered.

**HEM 498 Homeland Security and Emergency Management Capstone**

The Homeland Security and Emergency Management capstone is intended as the last course in the major. Throughout the term, students will discuss various topics in regards to the homeland security enterprise and emergency management; including preparation, mitigation and recovery from disasters. They will also research and submit application papers, the topics of which will reflect the integrated components of homeland security and emergency management. This course is designed to allow students the opportunity to demonstrate their abilities to understand, analyze, synthesize and present the content, concepts, policies and theories in the field.
LS 100 Introduction to Law

This course will introduce students to American jurisprudence, examining the functions and processes of the judicial, administrative, and legislative branches of government. The role students will examine the code of ethics applicable to both the attorney and the paralegal. Techniques for studying the law will also be discussed.

LS 101 Legal Research and Writing I

Students will become familiar with the basic workings of the law library. They will utilize both state and federal materials to locate and research relevant laws. The course stresses how to conduct research by searching statutes, digests, reports, and legal encyclopedias. The student will learn how the citation system works and how to Shepardize. They will learn how to brief a case and be introduced to online legal research. The students will be introduced to E-filing, which is the electronic transmission, service, and filing of court papers.

LS 102 Civil Litigation

Students will learn the procedures necessary for commencing a civil lawsuit beginning with initial client interview. They will examine issues pertaining to jurisdiction, venue, choice of law, cause of action, affirmative defenses, proper parties, and commencement of a lawsuit. They will review and prepare different pleadings, such as a complaint and answer, motions, and the different discovery documents and techniques. They will be exposed to the mechanics of a trial from jury selection to verdict, and post-verdict procedures, including the appeal. The relevant rules of court procedure, including evidence, will be studied.

LS 115 Law Office Management and Technology

This course provides the student with detailed information as to how the average law firm functions. Included is a review of a legal matter from inception until completion. Specific attention is devoted to budgetary and fiscal considerations of the law firm in accepting a client. The various methods of accounting as utilized by law firms are explored.

LS 201 Legal Research and Writing II

This course provides in depth exposure to online legal research. The students will conduct research utilizing the internet, including but not limited to Lexis-Nexis. In addition, they will receive training in e-filing. Students will be required to submit a comprehensive memorandum and/or appellate brief. They also will be given exercises as to the interpretation and drafting of legal documents.

LS 220 Contract Law

The traditional concepts of contract law, such as formation of contracts, consideration, competence of the parties, and breach of contract, will be studied. The Statue of Frauds and sections of the Uniform Commercial Code will also be discussed.

LS 298 Capstone

The capstone is an overview and review of the critical thinking and acquisition of knowledge that students will need before they graduate. A weekly series of topics will be covered and the students will do a number of assignments, which will not only measure whether the student has acquired the core knowledge necessary of all paralegals but will help the student master legal concepts and strengthen writing skills.

LS 316 Law of Business Organizations

Students learn the legal aspects of business organizations, including corporations and partnerships, with emphasis on the research and preparation of forms. The course covers drafting articles of incorporation and other basic documents, filing requirements, maintenance of securities ledgers, minutes of meetings, records of resolutions, and agreements.

MIL 130 United States Military History

This is a 2-credit course and duplicates much of the course MIL 230 United States Military History. Credit in only one of these courses may be applied toward graduation.

An introductory course that traces the American military through the major events of American history. The major themes include the establishment of the U.S. Army and its role in the American Revolution, the Civil War, and the Spanish-American War. Themes in the 20th century include the military in the Great War, World War II, Korea, and the Gulf War.
MIL 230 United States Military History
The course traces the American military through the major events of American history. The major themes include the establishment of the U.S. Army and the role of the U.S. armed forces in the American Revolution, the Civil War, and the Spanish-American War. Themes in the 20th century include the military in the Great War, World War II, Korea, Vietnam, and the Gulf War, followed by the wars of the early 21st century.

MIL 301 Great Military Leaders
This course is an overview of military leadership and great military leaders who have left a mark of excellence in world history. The course examines the qualities of military leaders and analyzes specific leadership traits that contributed to military leaders’ excellence in leadership. Through this analysis, the students will be able to isolate those leadership traits and qualities and learn how to apply them in the future.

MIL 312 Military Leadership: Skills for the 21st Century
This course introduces undergraduate students to contemporary military leadership through a focus on decision-making, ethical leadership, an examination of the elements of national power in the 21st Century, and analysis of challenges and opportunities in a dynamic global context.

MIL 346 Post Traumatic Stress Disorder: A Gathering Storm
Exposure to life-threatening events and violence is all too common in today’s world. This course introduces students to the effects of trauma on human health and relationships, specifically focusing on the effects of PTSD on individuals, families, communities, and global society. Students will explore the history and prevalence of PTSD, root causes, physical and psychological symptoms, and the influence of culture and resilience. Students will study PTSD as it relates to different forms of trauma, including trauma resulting from accidents and unexpected life-threatening events, interpersonal violence and sexual assault, critical incidents, natural disasters, and military combat.

MIL 498 Military Studies Capstone
A senior-level course designed for advanced students and working professionals who are seeking to tie it all together. The course applies military science to the many challenges of serving in the armed forces. Students will engage and enhance critical thinking skills along with oral and written communication skills while reviewing and analyzing ethical questions and the concepts of diversity. Through a mixture of discussions, presentations, and written analysis, students will review the major theories, strategies, and military operations applied to real-world military problems and gain experience with different modes of communication.

GRADUATE LEVEL
Remember to contact your academic advisor for approval prior to registering for any courses to ensure that they will apply toward your degree as expected. Not every course is offered every term. Please check our website for course availability.

MCJ 600 Criminology
Focuses on the various theories of crime causation, including biological, psychological, sociological, cultural, and political theories with a view toward understanding how knowledge about criminality and antisocial behavior has developed over the last 200 years. Significant issues and concepts in theories of crime (e.g., responsibility, rationality, the role of age, race, gender and social class) are highlighted and discussed with attention to the multidisciplinary nature of these concepts, how they are applied to criminological theory, and their importance for understanding the present state of crime in American society at both the micro-level (why individuals commit crime) and the macro-level (why crime rates vary across communities).

MCJ 610 Criminal Justice Theory and Policy
Provides an overview of the history and theories associated with various criminal justice systems, including the police, courts, prosecution, and corrections in the United States. Furthermore, the course explores the processes that occur throughout each stage and within each area of these systems. Using a multidisciplinary perspective, this course examines the evolution of theory and its application to the development of public policy relevant to criminal justice issues. Topics covered include theoretical approaches to studying the impact of individual, organizational, and political behavior on criminal justice systems. Emphasis is placed on the practical utilization of theory to inform policy.
MCJ 612 Quantitative Analysis for Criminal Justice

Part of the research methods sequence is designed to provide students with an introduction to statistical theory and practice. Students will learn how to interpret and produce statistics for the fields of criminology and criminal justice and will end the course as informed consumers of statistical research and information. The topics covered in this class include descriptive and inferential statistics, hypothesis testing, and linear regression. Students will learn to perform statistical testing with Microsoft Excel.

MCJ 614 Research Methods in Criminal Justice

This course presents research methodology within the context of criminal justice. Quantitative, qualitative, and mixed methods are examined and applied to the design and implementation of research studies including crime analysis and program evaluation. Theory and practice are integrated and balanced to provide criminal justice practitioners the skills necessary to design research efforts in their organizations.

MCJ 616 Corrections

A critical evaluation of community-based and institutional corrections. Through the course, we will analyze the historical development of adult corrections, including contemporary models for incarceration and various community-based alternatives. Staff experiences, capital punishment, probation, parole, reentry, and other issues and problems facing the modern penal system are also explored.

MCJ 618 Law Enforcement

Enhances the student’s perspective of law enforcement and examines policing practices and how law enforcement agencies relate to one another and the entire criminal justice system. This course also emphasizes the philosophy and concepts of policing and an understanding of the police officer’s role in society. This course is an introduction to professionalism in policing and the complexities of policing and police decision making.

MCJ 620 Constitutional Law

This course examines some of the more important constitutional issues facing criminal justice practitioners. Topics such as the roles of the courts in our judicial system, the powers entrusted to the separate branches of our government, 1st and 2nd Amendment rights and guarantees, 4th, 5th and 6th Amendment protections and issues faced by the various players in the criminal justice system, and restrictions on employee freedom of speech will be discussed.

MCJ 625 Legal & Ethical Issues in Criminal Justice

This course is designed to familiarize students with the concepts, definitions, and various theories of reasoning of morals and ethical decision making. Students will be exposed to some of the issues, both old and new, that criminal justice practitioners face every day and the manner in which they deal with these issues. Students will learn how immoral behavior must be dealt with in a moral or civilized state. Each week, students will be confronted with scenarios asking the age-old question, “What would you do?”

MCJ 626 Overview of Justice Administration

Presents an advanced study of theories of individual and group motivation, organizational behavior, management, organizing, and leadership, and other essentials in understanding how to successfully lead modern criminal justice agencies. Focus will be on examining real and potential issues that arise in justice administration. The course is designed to assist current and prospective managers in obtaining results, satisfying workers, establishing public accountability, creating comfortable work environments, and adapting to rapid changes in society. Other topics include decision-making, managing diversity, empowerment of agency associates, value-centered work environments, re-engineering, and continuous quality improvement.

MCJ 630 Risk Assessment in Homeland Security

This course provides an understanding of threats and the planning and strategy necessary to protect critical infrastructure and key resources (CIKR) in response to those threats. Students will explore the methodology of vulnerability and risk assessment, including best practices employed in risk management within the homeland security enterprise. All hazards risks will be assessed and are described as criminal/terrorist attacks, accident, severe weather, natural disaster, or other man-made significant event. Course will conclude with application of a vulnerability assessment to a potential hazard area.
MCJ 650 Terrorism and Counterterrorism

Focuses on the causes, methods, motivations, and historical lessons surrounding terrorism with particular attention to the U.S. and the shift in rhetoric and resources in the governments reaction to terrorism following the events of 9/11. This course will provide students with a basic understanding of the most important issues and debates concerning terrorism and counter-terrorism policies. Topics covered during this course include: definitions of terrorism, terrorism trends and measurement, causes of terrorism, domestic terrorism, international terrorism, the impact of 9/11, counter-terrorism policy and practice, and the future of terrorism.

MCJ 651 Overview of Homeland Security and Emergency Management

Gain a solid intellectual foundation with which to think critically and creatively about America’s efforts to prevent and respond to terrorist attacks and other hazards (including naturally occurring ones) within the United States. This course examines the structure of the homeland security enterprise and the evolution of networks and organizational relationships that accomplish the homeland security tasks. Incorporating an all hazards approach, this course examines ways to prepare for and reduce our vulnerability to emergencies, minimize damage, and recover swiftly from disasters and emergencies that may occur. This course informs the student about the principles of emergency management and concepts, including incident command systems, emergency operations centers, emergency operations plans, and the planning process.

MCJ 900 Criminal Justice Capstone

This is an advanced capstone course designed for students to demonstrate that they have successfully mastered the skills and knowledge presented to them during the course of the MSCJ program. Through a mixture of in-depth discussions, independent research, and written analysis, students will synthesize and apply knowledge gained in the core and concentration courses. By developing an original research proposal, students will demonstrate that they can identify problems in the field and have mastered the ability to apply research and critical thinking skills to address criminal justice and policy issues. This is a reading- and writing-intensive course that serves as the culmination of the students’ work at the master’s degree program. This is an intense eight-week course requiring significant research and writing from the student.

MPA 600 Introduction to Public Administration Theory and Practice

This course advances the understanding and appreciation of the history, study, and practice of public administration. It introduces the functional roles of public administration in the political process and focuses on accountability and performance in administration. The course explores the practical applications of current issues.

MPA 602 Public Management in a Political Environment

This course analyzes concepts, methods, skills, and procedures involved in managing public organizations. It considers problems of organization, planning, decision making, performance evaluation, and management of human resources, and utilizes cases taken from a variety of public services found at all levels of government.

MPA 603 Strategic Public Personnel Management

This course provides an overview of the legal and political context of public personnel management. Theory will inform the practice of key personnel functions, including such topics as merit staffing, classification and compensation, performance evaluation, diversity management, and collective bargaining.

MPA 604 Ethics and Personal Leadership Development

This course examines theory and practice for analyzing and responding to the ethical responsibilities and dilemmas for professional conduct. It emphasizes analysis of personal leadership development in the context of public and political environments. Areas of emphasis will be on accountability, managerial responsibility, decision making, and developing leadership qualities.
**MPA 611 Public Budgeting and Financial Management**

This course introduces public sector budgeting and financial management, covering the fiscal role of all levels of government. It emphasizes performance-based budgeting, and helps public managers and policy makers formulate informed decisions about the “gathering” of resources and the “use” of resources.

**MPA 621 Economics for Public Policy**

This course considers public economics and the government’s role in the economy from the perspective of how microeconomics can assist current and prospective public managers to better address real-world policy problems. It emphasizes applications related to situations where government does or could intervene in the economy.

**MPA 625 Statistical Analysis for Decision Making**

This course uses statistical methods as analytical tools for understanding and solving public problems to support decision making. It provides the tools to conduct analysis of data and the knowledge to effectively and responsibly interpret and use statistical analysis conducted by others. The course emphasizes effective decision making techniques.

**MPA 631 Leveraging Technology in the Public Sector**

This course explores ways in which technology is transforming the public sector. It analyzes the use of new technologies and strategies to identify needs, develop solutions, and deliver services more effectively. Students will discuss technology in such areas as public safety, education, transportation, economic development, finance, administration, and health and human services.

**MPA 640 Crisis Management in Public Organizations**

This course introduces policy, planning, and management issues that arise in preparing for and responding to disasters and emergencies that have broad effects on people and property. It examines responsibilities and practices of government and nonprofit organizations in response to both natural and human events. The course emphasizes the role of human services organizations in providing assistance to people and communities affected by disasters in the immediate aftermath and for longer-term recovery.

**MPA 651 Contemporary Issues in Nonprofit Management**

This course explores the unique characteristics of nonprofit organizations. It emphasizes expanding students' management and analytical skills as well as their knowledge of the nonprofit sector in general and nonprofit management principles and techniques in particular.

**MPA 660 Public Communications: Influencing with Integrity**

This course explores crucial communication skills for managers and leaders in public and nonprofit organizations with an emphasis on communicating, both in writing and oral forms, with integrity in a political environment. Other topics include: the importance of effective communication to successful leadership, using social media in the public sector, and résumés and cover letter development.

**MPA 698 Capstone in Public Administration**

The capstone course represents an integration of classroom learning with practical experience. Students will work in groups to solve real problems for public and nonprofit organizations. Students draw on the coursework and their own work experiences to develop specific recommendations for design, implementation, and evaluation of the project task.

**MWB 601 Mediation**

Using the InAccord Conflict Analysis model, the class employs directive, facilitative, and relational methods to create a deeply rewarding learning experience. Roleplay, mentoring, and other active learning strategies bring to life theory, case studies, and the field of human relations to equip students with the foundation and actionable ability to mediate, negotiate, and conquer conflict in almost any situation. Students learn how disputes, power, gender, and culture inform ADR interventions and prepare them to analyze unique conflict styles and the wide varieties of human interaction and personalities. Students learn the Touchstone Skills of questioning, reflecting, and reframing to become skilled communicators. Students will learn the ability to handle emotions and develop a complete mediation skillset, including the art of negotiation, timing, use of caucuses, and other techniques to deal with impasses. It also covers the standards and ethics of this growing profession for generalist practice.
MWB 605 Applied Practice Internship

This course is designed to facilitate the application of mediation skills learned in the course work directly to cases, and to facilitate the development of additional techniques. Through consultation and group conflict resolution practice, students are guided to expand their understanding of the use of relational and directive mediation techniques and interpersonal communication skills. Students will gain practice in facilitating the InAccord research surveys during this practice-oriented course. Students take part in simulated role plays offered via teleconference and the Web, and have the option of combining this practice with their own cases, informal or formal, which can be brought to the faculty conflict coach for consultation. Students will gain advanced skills at crafting Memorandums of Agreement, recognizing and mitigating ethical dilemmas, addressing high conflict sessions, and demonstrating advanced application of communication skills.

MWB 610 Workplace/HR Mediation

Workplace conflict resolution is an emerging specialty within the field of alternative dispute resolution. The high costs of workplace conflict are driving companies and regulatory agencies such as the EEOC to use mediation and other conflict resolution practices in the workplace. Building on theory and skills introduced in MWB 601, this interactive course begins with an overview of workplace conflict and the costs involved for companies, application of InAccord conflict resolution practices to the workplace environment, strategies to handle difficult workplace behavior, and a summary of informal and formal mediation and arbitration practices. The course covers the process of planning workplace mediation within profit, nonprofit, and governmental workplace settings. The course specifically addresses unique workplace mediation issues, including civil rights, sexual harassment, and disability disputes. Special issues such as power and emotions along with cross-cultural and multiparty cases are covered.

MWB 620 Arbitration

The Mediators Without Borders Arbitration course is an online self-paced class, which describes the InAccord Arbitration process and its applications. The course will present topics such as arbitration statutes, awards, staying proceedings, costs, and fees. Issues of jurisdiction, arbitrator qualifications and duties, contract analysis, rules of evidence, admissibility, and relevance will be discussed in readings and online discussions with other students and the instructor. The class will cover the phases of the InAccord model, including the pre-hearing procedures, the hearing itself (including discussion of both procedure and dealing with substantive issues), the award (including issues of determination on the issue and potential remedies available, and the practical matter of writing the award), and grounds for challenging the award (including the concepts of appeal and judicial review). The class methodology will rely on case study evaluations, including a written decision on a chosen case, to highlight unit topics.
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School of Public Service
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