College of Graduate Studies
Catalog

Academic Year
2018-2019
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Institutional Overview

Drury University is an institution of higher education offering masters, baccalaureate and associate degrees. The university enrollment is approximately 4,000 students. Programs are characterized by a focus on preparing students for satisfying and successful lives and careers. The programs prepare students for professional careers through careful attention to a liberal arts education with professional preparation. Drury is distinctive in its attention to the comprehensive preparation of graduates competent to assume leading roles in their professions and in their communities. Drury is particularly noted for its attention to excellence in teaching.

The university is comprised of Drury College (traditional day school), the College of Continuing Professional Studies (CCPS), and the College of Graduate Studies. Drury College of Drury University offers more than 50 majors for undergraduate students, most of whom are full-time. Degrees offered through this college are the Bachelor of Arts, the Bachelor of Business Administration, the Bachelor of Music Therapy, and the Bachelor of Science. A first professional degree, Master in Architecture, is offered through the Hammons School of Architecture. Additional information regarding Day School undergraduate programs may be obtained through the Day School catalog.

The College of Continuing Professional Studies offers baccalaureate and associate programs to adult students who are continuing their education in the evenings, through online and at various program locations throughout the state. The Bachelor of Business Administration, the Bachelor of Science, the Bachelor of General Studies and the Associate of Science degrees offered by this college are particularly designed to meet the needs of part-time students and those whose schedules do not permit them to attend during the day in Springfield. Additional information regarding CCPS programs may be obtained through the continuing studies catalog.

The College of Graduate Studies offers Master’s degrees in business administration, communication, education, and nonprofit and civic leadership, as well as a certificate in Cybersecurity Leadership.

Drury University reserves the right to modify the terms of this catalog, including calendar, fees and tuition, without prior notice.
Introduction to the University

For more than 145 years, Drury University has prepared students for success in life and the professions. Drury’s founders recognized the need for a college that would bring the New England liberal arts tradition to a Midwestern setting. The tradition includes a commitment to helping students learn to serve their communities and the world.

At Drury, students gain the knowledge, experience and skills for graduate school, professional school and careers. Although Drury has grown in size and complexity since those early years, adding resources, graduate studies and a number of professional programs to the traditional liberal arts, the institution maintains its commitment to excellent teaching, a low student-faculty ratio, small class sizes and opportunities for students to engage in individual research. The hallmark of Drury University is a tradition of excellence integrating liberal and professional learning in the service of what Aristotle called phronesis, or practical wisdom.

Mission

Drury is an independent university, church-related, grounded in the liberal arts tradition, and committed to personalized education in a community of scholars who value the arts of teaching and learning.

Education at Drury seeks:

• To cultivate spiritual sensibilities and imaginative faculties as well as ethical insight and critical thought;
• To foster the integration of theoretical and practical knowledge; and
• To liberate persons to participate responsibly in and contribute to life in a global community.

Goals

To ensure that liberal arts knowledge and understanding are central to the Drury experience and fundamental to all programs, the university maintains and strengthens its commitment to:

• Develop reading, writing, speaking, foreign language, and critical thinking skills;
• Cultivate creative capacities and aesthetic appreciation through participation in the arts;
• Expand logical thinking skills, and mathematical abilities, and apply inquiry based science to investigate the natural world;
• Examine the complexity of human experience through the study of historical and contemporary events, ideas, artifacts, and behavior;
• Engage in cross-cultural studies by applying global perspectives to diverse populations and contexts;
• Understand how globalization impacts, people, societies, ideas and natural processes;
• Develop personal, civic, and professional responsibility in order to participate ethically and sustainably in a larger community.

Drury University offers a remarkable variety of programs, including day and evening classes; master’s degrees in business administration, communication, nonprofit and civic leadership, and education; a professional master in architecture; and a strong liberal arts preparation for careers in the professions. While offering this variety of academic options that characterize universities, Drury also offers the personal attention, flexibility and supportive atmosphere that characterize a college. Students have the opportunity to build on personal strengths in preparing for their future of choice. The combination of excellent academic preparation and engaged learning experiences in service learning, internships, labs
and studios gives each student a strong foundation on which to prepare for successful careers in the
global economy and lives of meaning in the global community.

Philosophy of the Graduate Programs
The commitment of the graduate programs at Drury University is to the highest quality of education for
the highest caliber of students through the best and most dedicated of faculty. The programs serve as a
small number of students who continue on to receive doctorates, but primarily serve students as a
terminal degree.

One of the goals of the program is to provide students with the ability, incentive, interests and
background to become lifelong learners. Drury graduate programs strive to help students develop the
skills and abilities to continue learning and adapting to the changing world. The method includes the
development of self-discipline through a highly rigorous academic program. It is expected that graduate
programs will be more demanding in time, effort and intellectual ability than undergraduate programs.
The programs have meaning because they demand the very best from the students.

The graduate programs, like the undergraduate programs, have a strong commitment to liberal arts
education. It is the nature of Drury’s graduate programs that students are provided with the experience
and skills to move into careers. The awareness of actual job expectations in the preparations of students
to meet those expectations is a part of this philosophy. At the same time, the graduate programs
recognizes the need for an understanding of the theoretical bases for the areas of study, and they
recognize the importance of research. Each student learns something about researching methods in his
or her discipline as part of the graduate education, and all students are expected to do some research as
part of their programs.

Throughout all of the courses and assignments in the graduate programs, students are encouraged to
develop a breadth of perspective. The synthesis of information from other disciplines is an important
goal of the faculty in the graduate programs; students need to have experience with such synthesis and
to see models for doing this. All careers require value judgments, and the faculty of Drury University are
committed to helping students explore questions and issues of ethics and values as part of their
education. In addition, it is recognized that the successful person in our changing world must have the
ability to think clearly and critically, to solve problems and to communicate clearly. The Drury University
graduate programs have general commitments to help develop those skills as part of the student’s
education.

Personalized Education
The graduate programs, like the undergraduate programs, have a commitment to meeting the needs of
each student in the program. Faculty members work closely with students to help identify their needs
and career goals and to make the education serve those needs and goals. Drury University is committed
to providing a close relationship among faculty members and the student to allow each student to
achieve his or her greatest potential.
Graduate Programs

Master in Business Administration
Dr. Jin Wang, Dean of the Breech School of Business Administration
A graduate program leading to the degree Master in Business Administration (MBA) is offered through the Breech School of Business Administration. The MBA program has a broad managerial orientation with discipline-specific electives.

Courses emphasize analytical thinking and managerial problem solving. Extensive use is made of the case method and teamwork. An undergraduate degree in business administration is not required for admission to the program. A description of the MBA program may be accessed online at www.drury.edu/MBA. The Breech School of Business MBA program is nationally accredited by the AACSB International, The Association to Advance Collegiate Schools of Business (777 Harbour Island Boulevard, Suite 750, Tampa, FL 3362 (813)769-6500, accreditation@aacsb.edu and by the Association of Collegiate Business Schools and Programs (ACBSP).

Master of Arts in Communication
Charles Taylor, Program Director
The Master of Arts in Communication, with emphases in integrated marketing communications and organizational leadership and change, requires 30 hours of credit, usually taken in 10 courses. Each emphasis has a core of courses required of all students. Elective courses are selected, in consultation with the student’s advisor, from a list of professional or liberal arts electives. Coursework may be completed through full-time or part-time enrollment and by taking a combination of both seated and online classes. An undergraduate degree in communication is not required for admission to the program.

The Master of Arts in Communication enables working professionals and marketing, business and communication students success in becoming knowledgeable communication managers. The major objective of the program is to produce communicators who understand the importance of communication integration and who can manage all forms and aspects of an organization’s communication.

Master in Education
Asikaa Cosgrove, Program Director
Drury University offers 30-33 credit hour graduate programs leading to the Master in Education degree (M.Ed.). Courses are scheduled in online, blended and seated formats. All seated portions are scheduled during evenings or weekends.

Information describing specific graduate education programs can be accessed online at www.drury.edu/education and in the M. Ed. Section of this catalog. Drury University offers the M.Ed. program on the Springfield campus and selected degree completion options at the Fort Leonard Wood/St. Robert location.
Master of Arts in Nonprofit and Civic Leadership
Charles Taylor, Program Director
The Master of Arts in Nonprofit and Civic Leadership requires 30 hours of credit, usually taken in 10 courses. Coursework may be completed through full-time or part-time enrollment and by taking a combination of seated and online classes. Elective courses are selected in consultation with the student’s advisor.

This interdisciplinary program emphasizes leadership, governance, visioning and planning, advocacy, resource management, and performance measurement. The integration of theory and practice enables working professionals to adopt a holistic and strategic approach to leading nonprofit organizations and community-based initiatives.

Certificate-Cybersecurity Leadership
Dr. Jin Wang, Dean of the Breech School of Business Administration
Information security has become a top priority for organizations; consequently, employers are seeking leaders who understand how to protect, detect, defend, and respond to cybersecurity attacks. The Cybersecurity Leadership (CSL) Certificate, a program comprised of four courses totaling 12 credit hours, is designed to prepare professionals for this new role and employment opportunities. The CSL program is designed to serve individuals of all backgrounds – not just CIS majors.

The program can be completed in three semesters (one academic year). Courses include labs and learning experiences that help prepare professionals to secure and defend information systems. In addition to gaining knowledge of the fundamentals of information security, students will also acquire a strong foundation in risk and risk management. Included in the coursework is preparation for the ISACA certification exam.
## Academic Calendar
The Academic Calendar may also be found online at [http://www.drury.edu/academic-affairs/academic-calendar](http://www.drury.edu/academic-affairs/academic-calendar).

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Changes to the Academic Calendar may occur following the publication of this catalog. Please refer to [http://www.drury.edu/academic-affairs/academic-calendar](http://www.drury.edu/academic-affairs/academic-calendar) for the most up-to-date semester information.
Privacy Policies

Drury University complies with all applicable laws relating to personal privacy, including the Family Education Rights and Privacy Act (FERPA) of 1974. Annually, Drury University informs students of their rights relating to FERPA (20 U.S.C. Sections 1232g; and implementing, 34 C.F.R. Section 99.1 et seq). The Act was designated to protect the privacy of education records and to provide guidelines for the correction of inaccurate or misleading data through formal and informal hearings.

Students have the right to file a complaint with the Family Educational Rights and Privacy Act Office, Department of Education, 400 Maryland Avenue. S.W., Washington, D.C. 20202, concerning this institution’s alleged failure to comply with FERPA.

The University has designated certain information contained in the education records of its students as directory information for purposes of the Family Educational Rights and Privacy Act (FERPA).

The following information regarding students is considered directory information: (1) name, (2) address, including e-mail address, (3) telephone number, (4) date and place of birth, (5) major field of study, (6) part-time/full-time enrollment status, (7) participation in officially recognized activities in sports, (8) weight and height of members of athletic teams, (9) dates of attendance (including matriculation and withdrawal dates), (10) academic classification by year, (11) prospective degrees, degrees awarded, and awards received, (12) the most recent previous educational agency or institution attended by the student, and (13) student’s photograph.

Indications of religious preference along with names, addresses and telephone number of student’s listing in the information are provided to the University Chaplain.

Directory information may be disclosed by this institution for any purpose in its discretion, without the consent of a student. Students have a right, however, to refuse to permit the designation of any or all of the above information as directory information. In that case, this information will not be disclosed except with the consent of a student, or as otherwise allowed by FERPA.

Any student refusing to have any or all of the designated directory information disclosed must file written notification to this effect to the dean of student services during regular business hours. The written notification does not apply retroactively to previous releases of directory information (e.g., once the Student Directory has been published, the directory information contained therein will remain). To prevent publication of directory information in the student Directory, written notification must be filed no later than the second week of classes during the fall semester.

In the event a refusal is not filed, this institution assumes that a student does not object to the release of the directory information designated. Questions or inquiries should be addressed to the Registrar’s office.
Catalog Policy

Courses and policies listed in this catalog are subject to change through normal channels. New courses, changes in existing coursework and new policies are initiated by the appropriate institutional departments, committees or administrators. Policy revisions are normally implemented in the next academic year following notification thereof. However, occasionally a policy must be changed and implemented in the same academic year. The university reserves the right to make changes that seem necessary or advisable, including course cancellations. A curriculum or policy change could be applied to matriculated students, and for this reason, this catalog should not be construed as constituting a contract between the university and any person.

To complete degrees, students are expected to meet requirements listed in the catalog that are in effect for the year of the student’s admission or readmission to the university. Students also must meet any additional degree requirement of which they have been officially advised.

Information contained in this publication is certified as correct in content and policy as of the date of publication in compliance with the Veterans Administration Circular 20-76-84 and Public Law 94-502.
Admissions

Admission Requirements
Only individuals who hold a baccalaureate degree from an accredited four-year college or university are considered for acceptance into College of Graduate Studies programs.

Application Date Guidelines
The College of Graduate Studies has application deadlines for each semester of instruction (Fall, Spring, and Summer) as well as for the second session period within each semester (8 week, B Block courses). Students seeking admission into a master’s program must submit all required materials by the deadline for their anticipated start date. Individuals missing a deadline due to an incomplete application will be encouraged to complete their application prior to the start of the next available academic session (semester or block).

Application deadlines are as follows:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Full Semester &amp; A Block</th>
<th>B Block</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2018</td>
<td>May 23</td>
<td>June 28</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>August 6</td>
<td>October 12</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>January 4</td>
<td>March 6</td>
</tr>
</tbody>
</table>

Application Procedure
For admission consideration, please complete the below steps and submit documentation by email to grad@drury.edu (preferred) or mail to:

Drury University
College of Graduate Studies
900 N. Benton Ave
Springfield, MO
65802

1. Complete an online application accessible at http://www.drury.edu/graduate.
2. Pay a non-refundable application fee payable online following completion of the online application ($25 domestic, $50 international).
3. Request that official university transcripts be sent to Drury indicating a baccalaureate degree was conferred. Official copies only; student copies will not be accepted.
4. Complete the recommendation request form and supply the names of two professional/academic references. www.drury.edu/graduate/recommendation.
5. Submit a minimum one-page personal goals essay indicating the applicant’s desire and ability to pursue a graduate degree.
6. Additional requirements by specific degree programs:
Master in Business Administration
A. Graduate Management Admission Test (GMAT). The GMAT must be completed no more than three years prior to admission. The minimum score is 450. Significant and lengthy professional experience coupled with a cumulative GPA of 3.5 or greater in the prerequisite courses from an approved institution may be used in place of a GMAT score. This can only be determined through a discussion with the program director and a review of transcripts and resume. Information regarding the GMAT may be obtained at www.mba.com/gmat.
B. Course prerequisite requirements. There are two options for satisfying the prerequisites. One, the applicant must have completed each of the prerequisite courses listed below as part of his or her undergraduate coursework:
   I. Financial Accounting
   II. Managerial Accounting
   III. Microeconomics
   IV. Macroeconomics
   V. Marketing
   VI. Finance
   VII. Statistics
   VIII. Management or Organizational Behavior

Two, the applicant may complete the PMBA501 Business Essentials course, held in the summer prior to starting the MBA in the fall semester. The Business Essentials course will satisfy all prerequisites.
C. GPA requirement. A minimum grade point average (GPA) of 3.0 is required for admission. However, it can be waived if additional evidence of academic promise is presented (e.g., high GMAT scores and strong letters of recommendation).
D. Cybersecurity Leadership (CSL) Certificate Requirements. Applicants for the CSL Certificate are not required to complete the GMAT or complete the required undergraduate prerequisites for the MBA. If a student in the CSL Certificate program applies for admission into the MBA program, all MBA admission requirements must be met. Additionally, CSL Certificate students who apply coursework to the MBA degree will be charged a program fee for the MBA travel experience for CSL coursework completed -- up to nine hours. (Amount billed is determined by the number of credit hours applied to the MBA degree, typically $495 - $1,485).

Master of Arts in Communication
A. GPA requirement. A minimum grade point average (GPA) of 3.0 is required for admission.

Master of Nonprofit and Civic Leadership
A. GPA requirement. A minimum grade point average (GPA) of 3.0 is required for admission.

Master in Education
A. GPA requirement. A minimum grade point average (GPA) of 2.75 is required from the institution conferring the baccalaureate degree.

Drury Alternative Track in Special Education (DATSE)
A. GPA requirement. Cumulative GPA of 2.75 or above using transcripts from ALL prior institutions. Please submit official transcripts from all universities and colleges where courses were taken so Drury can calculate cumulative GPA.
B. Admission Interview. To be scheduled after all other required materials are submitted for graduate admission.
Certificate-Cybersecurity Leadership

A. Cybersecurity Leadership (CSL) Certificate Requirements. Applicants for the CSL Certificate are not required to complete the GMAT or complete the required undergraduate prerequisites for the MBA. If a student in the CSL Certificate program applies for admission into the MBA program, all MBA admission requirements must be met. Additionally, CSL Certificate students who apply coursework to the MBA degree will be charged a program fee for the MBA travel experience for CSL coursework completed-up to nine hours. (Amount billed is determined by the number of credit hours applied to the MBA degree, typically $495-$1,485).
International Student Admission

F-1 Student Visa
New Students: To enroll in a U.S. university, international students must be fully admitted as full-time students. Students who are accepted to the university are issued a Form I-20, the government Certificate of Eligibility for Non-Immigrant Student Status. This document, the letter of acceptance and complete documentation of financial resources are then presented to the U.S. Consulate in the student’s home country in application for an F-1 student visa. After students have a complete and accurate Form I-20, they must pay the $200 I-901 SEVIS fee (https://fmjfee.com)

Transfer Students: International students who seek to transfer from a U.S. college or university already have F-1 student visa status are granted a transfer pending I-20 after admitted to the University.

Non-F-1 Student Visa
If an individual is currently in the U.S. on a non-F-1 Visa and wishes to start their education at Drury University, please contact the Director of International Support Services, by email (hcromley@drury.edu) or by phone (417-873-7885).

Maintenance of immigration status is the responsibility of the student.

International Student Requirements for Admission
In addition to submitting the application documents as listed here in the Admission section of this catalog, international applicants are required to submit the following additional materials for admission to the specified office:

1. **Transcript Evaluation.** Evaluation of all post-secondary education transcripts documented by a recognized international credential evaluator, e.g., World Education Services, Inc. (WES; www.wes.org) or Educational Credential Evaluators (ECE; www.ece.org). Evaluation must be submitted in terms of U.S. semester credits, grade equivalents, grade point average, and authentication of documents. Drury reserves the right to interpret the evaluation report to be consistent with institutional transfer policy guidelines.

   Submit evaluated materials to Drury University College of Graduate Studies by email to grad@drury.edu

2. **Financial Resources.** Provide documentation of sufficient financial resources to cover costs of the first year of studies (USD $20,000 estimated cost). Documentation includes:
   a. Applicant’s bank statement(s) with a current balance of the account(s) including the bank’s mailing address, telephone and fax numbers;

   OR

   b. A sponsor(s)’s bank statement(s) with a current balance of the account(s) including the bank’s mailing address, telephone and fax number,
c. AND an affidavit of support from the sponsor(s) stating they will support the applicant during their education at Drury University.

Submit financial materials to the Director of International Support Services at hcromley@drury.edu or by mail to:

Drury University
International Support Services
900 N. Benton Ave
Springfield MO 65802 USA

Department of Homeland Security requires that applicants document all sources of funding before the university can issue the form I-20. The U. S. Government and Drury want students to be well-informed and well-prepared to cover expenses before applying for admission and entering the U.S. All financial documents are verified for authenticity.

3. **English Proficiency.** Proof of an applicant’s proficiency in English is required if their primary language is not English.
   a. Test of English as a Foreign Language (TOEFL): 80 (minimum)

   OR

   b. University of Cambridge International English Language Testing System (IELTS): 6.5 (minimum)

   OR

   c. Completed at least two years of full-time college-level study at a school in a country where English is the native language.
   
d. Submit to Drury University College of Graduate Studies by email to grad@drury.edu.

**U.S. Financial Aid**

Students who are not citizens of the United States or its possessions are not eligible to apply for need-based financial assistance funded by the U.S. government. Drury does not offer need-based institutional assistance or loans.

**International Student Health Insurance**

International students are required by Drury University to have health insurance. Drury offers health insurance through United Health Insurance (administered by EIIA). Detailed information about the plan and how to petition for a waiver are available at [http://www.drury.edu/iss/](http://www.drury.edu/iss/). The annual (1 August – 31 July) costs are (subject to change):

- Students 24 years of age or under $1,260
- Students 25-30 years of age $1,515
- Students 31-40 years of age $3,350
- Students 41 years of age or older $7,000
Readmission
If a student does not attend Drury for a period of two years or withdraws from Drury, he or she thereby ceases to be a Drury student. In order to enroll again at Drury, a student must re-apply and be accepted. Applications may be completed online at www.drury.edu/graduate. Final decisions regarding admission cannot be made until the program director has reviewed transcripts of all college coursework attempted since the student last attended Drury and such other information as the graduate admission council may specifically request that the student provide.

Students who are readmitted to Drury will be required to meet the requirements of the current university catalog.

Seven Year Time Limitation
All program requirements must be completed within seven calendar years (including transfer work) after the student has begun graduate-level work.

Non-Degree Seeking Students
Students who wish to take graduate level courses for personal or professional development, and do not wish to pursue a master’s degree, may do so by seeking admission as a non-degree seeking student. Non-degree seeking students are allowed to take a maximum of 9 graduate credit hours. The only exceptions are students who have been approved to take courses that are required for the DESE Temporary Authorization Certificate (TAC), or add-on certification in Special Reading. These students may be granted access up to 18 hours of credit.

Completion of a bachelor’s degree is necessary in order to take graduate level classes. For admission consideration as a non-degree seeking student, please complete the below steps:

1. Complete an application form which may be accessed online at www.drury.edu/graduate.
2. Pay a non-refundable $25 application fee.
3. Submit official transcripts of all college work sent by the issuing institutions. Student copies will not be accepted.

Non-degree seeking students are not eligible for financial aid through Drury University. Taking graduate level coursework as a non-degree seeking student at Drury University in no way guarantees admission as a degree seeking student. Non-degree seeking students who desire to pursue a graduate degree must meet all admission requirements as set forth in this catalog.
Graduate Course Load Definitions

These course loads apply to enrollment on a semester basis - fall, spring, and summer. Course loads impact eligibility for financial aid, scholarships, and Graduate Assistantships.

<table>
<thead>
<tr>
<th>Course Load</th>
<th>Hours</th>
</tr>
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<tbody>
<tr>
<td>Full-time</td>
<td>6 hours</td>
</tr>
<tr>
<td>Half-time</td>
<td>3 hours</td>
</tr>
<tr>
<td>Less-than-half-time</td>
<td>&lt;3 hours</td>
</tr>
</tbody>
</table>
Credit Toward a Second Master’s Degree
Students wishing to pursue a second master’s degree at Drury University must submit all the required graduate admission items, with the exception of the official MAT/GRE/GMAT score.

A student who has completed one master’s degree at Drury University or elsewhere may, upon recommendation of the advisor and approval by the graduate program director and the dean of the College of Graduate Studies, present a maximum of nine hours of credit earned in the previous program toward a second master’s degree. Students completing a second Master in Education degree must repeat EDUC 689 Introduction to Educational Research and EDUC 700 Capstone Seminar. Students cannot earn more than two M.Ed. degrees.

Dual Master’s Degrees
A student may pursue and complete two master’s degrees simultaneously at Drury University by:

- Satisfying the admission requirements of both master’s degrees in the chosen programs; and
- Completing degree requirements, including thesis or projects, if required, for both programs.

Financial Aid is only available for one master’s program at a time. Students must stay with one program until it is fully completed. Upon completion of that first degree, students may receive financial aid for the second degree if they still have eligibility remaining.
Transfer of Credit
A maximum of 12 credit hours of A or B graduate work from an accredited college or university may be accepted for credit towards the degree. Correspondence work is not accepted. An official transcript of all transfer work completed must be submitted to the College of Graduate Studies. The transcript will be evaluated at the time of admission to graduate study.

A maximum of six hours can be transferred into the MBA program. MBA transfer credit is accepted only from business schools that are nationally and professionally accredited by a recognized accrediting body or with whom Drury has an articulation agreement. In addition, the MBA travel fee will be assessed on each hour transferred to cover the required international travel experience.

A maximum of six credit hours can be transferred into a 30 credit hour M.Ed. program. A maximum of 9 credit hours can be transferred into a 33 credit hour M.Ed. program. M.Ed. transfer credit is accepted only from education schools that are nationally and professionally accredited by a recognized accrediting body or with whom Drury has an articulation agreement.

Any work undertaken at another college or university after admission to the Drury graduate program must be approved in advance by the appropriate graduate program director.
Academic Affairs

Degrees
Each degree can be earned only once. After graduation, a student may add the equivalent of an additional concentration area, but a previously earned degree will not be conferred a second time.

Master of Arts in Communication
Master in Business Administration
Master in Education Curriculum and Instruction
Master in Education Integrated Learning
Master in Education Instructional Leadership
Master in Education Instructional Technology
Master in Education Special Education
Master in Education Special Reading
Master of Nonprofit and Civic Leadership

Certificate
Cybersecurity Leadership
Requirements for Graduation
Listed below are the general graduation requirements for the conferral of a Master of Arts degree at Drury University. To be recommended for a Master’s degree, a candidate must satisfy the following conditions:

1. Satisfactory completion of any prerequisite work outlined in the program of study.
2. The successful completion of all degree requirements.
3. At the time of graduation the average cumulative grade must be at least B (3.0). Graduate courses with a final grade below “C” will not be counted toward the student’s degree requirements.
4. The graduate program must be completed no later than seven calendar years (including transfer work) after the student has begun graduate-level work.
5. Submission of an Application for Graduation form, no later than the first week of the semester in which graduation is planned. The Application for Graduation form can be found on MyDrury.
6. There is a graduation fee for all students, whether or not they are participating in the ceremony.
7. Commencement ceremonies occur in December and May each year. Students must have a clear financial status for the semester in order to participate in the commencement ceremony.
   a. Students eligible to participate in the December ceremony must have applied for graduation, completed a graduation audit, and be on track for degree conferral in December.
   b. Students eligible to participate in the May ceremony must have applied for graduation, completed a graduation audit, and be on track for degree conferral in May or August. Financial holds applied as a result of charges incurred for summer semester registrations only will not prevent a student from participating in the May ceremony.
8. MED students: The successful completion of EDUC 700 Capstone Seminar or designated culminating course during the last nine hours prior to graduation. Successful completion of a written or oral, comprehensive, master’s degree examination is required as a part of the Capstone Seminar course or culminating graduate course experience.
9. Due to state board rules pertaining to provisional certification candidates for the Drury Alternative Track in Special Education (DATSE), a track within the MED, may need to complete all required coursework within a time line specified by the Missouri Department of Elementary and Secondary Education.

The responsibility for understanding and meeting graduation requirements rests entirely with the student. The Graduate Council reserves the right to revise the above requirements for the master’s degrees.
Academic Planning
Faculty members serve as academic advisors at Drury University. When students enter Drury, they are assigned an advisor based upon their academic status and interest. Academic advisors serve as resources for students when planning their academic experience at Drury.
Registration
Before enrolling in any course, all applicants must have initiated the admission process.

Students must register for classes prior to each semester. Drury provides the support students need when making decisions about how to meet educational goals at each stage of their education.

Current students are encouraged to consult their program advisor before registering each semester.

Before you are entitled to attend class, you must complete all registration procedures. Student status is determined by course load (graduate credit hour enrollment) each semester.

<table>
<thead>
<tr>
<th>6 or more hours</th>
<th>Full-time</th>
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</thead>
<tbody>
<tr>
<td>3 hours</td>
<td>Half-time</td>
</tr>
<tr>
<td>&lt;3 hours</td>
<td>Less-than-half-time</td>
</tr>
</tbody>
</table>

Registration for more than 12 credit hours is considered an academic overload. Students who wish to enroll for more than 12 semester hours should have a cumulative grade average of 3.0 and must obtain the approval of their academic advisor. The deadline to submit this approval is the same date as the last day to add classes during the semester or term. Students with a grade average below 3.0 must also obtain approval from the Graduate Council. The deadline to seek this approval is two weeks prior to the last day to add a course for the term.

See the academic calendar for specific dates to add and drop courses.

After the end of the first week of the semester, a change in your registration can only be made by filing an official drop and add form in the Office of the Registrar. If you wish to drop a class, it is important that the drop and add form be filed with the Registrar as soon as this decision is made. Failure to officially drop a class you are not attending will result in a grade of F for the course. Failure to officially add a class you are attending will result in no credit.

Responsibility for drop and add belongs solely to the student. A verbal indication of intent to drop given to either a faculty member to the Registrar’s Office is insufficient; the correct procedure must be completed online (only at times when web access to drop/add process is made available) or by submitting the correct drop/add form to the Registrar. Students cannot enroll in a semester after the first week of classes and cannot add a course after the second week of classes.

Courses are subject to the following drop policies:

Prior to the first day of class and until the Friday of the second week of the Fall or Spring semester, a student may drop with no transcript notation.

From the beginning of 3rd week through 75% of term, the student can drop courses or withdraw with grade notation “W” which is non-punitive. The ending period for “W” notation is based on a 75% percentage of term rather than actual number of days since terms (summer, blended, semester, block, May Term, Winter Term, etc.) can vary widely in actual number of days.
Beginning the week of the last 25% of term, the student is committed to receiving a grade. Beginning at the same time, the faculty member is committed to grading the student.

A student with a documented incidence of injury or illness may be granted a medical withdrawal at any time during the term and will receive the non-punitive grade of “W.” Medical withdrawal requires approval of the Vice President of Student Affairs.

At any time during or after the term, the faculty member has the right to fail the student who has been proven to have behaved in a dishonest or unethical manner relating to class performance. In that instance, a student cannot avoid a failing grade by attempting to drop the course.

Credit is assigned on the basis of one hour for each lecture or recitation hour a week, or its equivalent in laboratory hours, for a semester of 15 weeks. The amount of credit for each course is indicated on current course schedules. The student is responsible for checking his or her own records to make sure that he or she does not repeat a course.

Credit cannot be given for a course for which you are not officially registered, nor can credit be claimed more than once for the same course unless the course is designated as one that can be repeated.

Students are not admitted to the university for purposes of earning academic credit after the first full week of classes.

**Cancellation of Course Policy**
The university reserves the right to cancel any course as deemed advisable.
Internships

The three primary goals of Drury's internship program are:

1. To help the student clarify educational and career objectives;
2. To expand the student’s understanding of classroom theory by applying their training in some practical way; and
3. To introduce the student to the world of work in terms of responsibilities and employer-employee relationships.

In addition to completing the on-site internship, the student may be asked to complete additional coursework as assigned by the faculty sponsor. Grades are assigned by the Faculty Sponsor and are based on performance at the internship site and other assigned coursework.

Students with at least a 3.0 or higher grade point average are eligible to complete internships for credit. Students must have completed coursework appropriate for the internship experience and must be related to their field of study.

The student is required to complete special coursework form, obtain the appropriate approvals, submit it for registration to the Registrar’s Office prior to the beginning of the work experience and before the deadline to add a course for credit. Credit will not be granted retroactively.

In order to receive credit for the internship, the student must be registered in coursework designated for internship credit. Each course carries three semester hours of credit. Only three hours of internship credit will apply toward the graduate degree. Internships cannot be undertaken without all approvals being given and formal arrangements having been made. Student interns must work at least 135 hours for a three credit hour internship. All hours must be completed during the semester in which they are receiving credit.

Tuition rates for internship are the same as all other academic courses.
**Directed Study**
To allow flexibility in students’ schedules, the university offers courses by directed study. With the appropriate approvals, a student may register for directed study for courses listed in the catalog. This study will be pursued under the guidance of the instructor. The usual syllabus of the course will be followed and the standards will be the same as when the course is being offered as a class. Directed studies are available to degree-seeking students only and constitute a regular part of the academic load. The regulations regarding registration, tuition and fees apply.

**Selected Topics**
Selected Topics are courses of an experimental nature that provide students a wide variety of study opportunities and experiences. Selected Topics offer both the department and the students the opportunity to explore areas of special interest in a structured classroom setting. Selected Topics courses (course number 690) will have variable titles and vary in credit from 1-3 semester hours. Selected Topic courses may not be taken as a Directed Study offering.

**Research**
Graduate programs may offer special research or investigative projects beyond the regular catalog offering. Significant responsibility lies with the student to work independently to develop a proposal for study that must be approved by a faculty mentor and the appropriate program director. The faculty member will provide counsel through the study and will evaluate the student’s performance. Students must register for research (course number 691) to receive credit and are required to fill out a Permission to Register for Special Coursework form. No more than 3 hours of research are applicable toward a graduate degree. Each hour of research credit requires 12.5 hours of documented work. Research is available to degree-seeking students only.
Concurrent Credit Policy

Concurrent credit makes it possible for academically qualified and motivated students to begin their master’s degree while still an undergraduate student. With appropriate advising and fulfillment of academic standards, students can complete a bachelor’s and fast-track completion of a master’s degree.

Drury University’s Concurrent Credit program allows for students to enroll in 600 level graduate courses while still pursuing a bachelor’s degree. Through the program, eligible undergraduate students may enroll in graduate courses and earn both graduate and undergraduate credit simultaneously.

Any student seeking to pursue a 4+1 program must adhere to the guidelines set forth by the academic department applicable to their specific area of study. Students pursuing the concurrent credit program may apply a maximum of 12 graduate hours toward the 124 hours required for a bachelor’s degree at Drury University. Although a maximum of 12 credit hours may be taken, many programs have lower limits. See the Undergraduate Catalog for more information.

Students registering for concurrent credit must complete the Permission to Register for Concurrent Credit. This form must be completed and submitted to the Office of the Registrar by the “last day to enroll” as stated in the Academic Calendar for each semester in order to finalize registration.

Student Eligibility for Early Graduate Admission:
Students must apply for the desired 4+1 master’s program after completing 75 hours of coursework. Minimum academic requirements for early acceptance to a qualifying master’s program are:

- Ninety (90) undergraduate credits, 45 of which must have been completed at Drury
- Two (2) upper-division courses in the major area of study
- Overall GPA of 3.5
- Working in conjunction with a program director, students will complete and file a program of study with the Registrar’s Office. Graduate course credit may be applied to the curriculum requirements for an undergraduate major or it may only apply toward the total hour and upper division requirements. The plan of study must be approved by the student’s advisor, the appropriate graduate program director, the department chair or dean of the student’s major area of study, and the Dean of the College of Graduate Studies.
- Students must meet GPA requirements to stay in the program. If a student earns a C in a graduate course, he/she will be placed on probationary status. A student can be dismissed from the graduate program for failing to maintain a minimum cumulative grade point average of 3.0. Students failing to remove themselves from scholastic probation within one semester in residence after being placed on scholastic probation may be dismissed.

Early Admission Application Requirements:

- Complete the online application for admission to the College of Graduate Studies no later than the end of the student’s junior year
- Submit a personal statement that explains career goals and reasons applying for the +1 master’s program
- Submit a letter from the appropriate graduate program director stating that he/she has agreed to serve as the student’s faculty advisor for graduate work
- Two (2) letters of recommendation, one of which must be from a university faculty member
• Upon completion of the bachelor’s degree, student must fulfill all program-specific admission requirements (pre-requisites and satisfactory GRE or GMAT exam score)
The Grading System

A grade of “C” represents the lowest acceptable level of performance that can be expected of any Drury graduate student who gives a reasonable amount of time, effort and attention to the work of the course.

A grade of “C” may be counted toward the graduate degree only when offset by sufficient grade points on other courses. Any grade lower than a “C” represents failure in the course.

A grade of “B” indicates a higher level of performance than the standard defined for a grade of “C.” A grade of “B” indicates the quality and standard of academic work expected of graduate students. It involves excellence in some aspect of the work, such as completeness, accuracy, detail of knowledge or effective independent work.

A grade of “A” involves a level of performance that is conspicuously excellent in the factors indicated in the definition of “B.”

A grade of “S” (Satisfactory) indicates the attainment of a “B” level or better. A grade of “F” or “U” indicates an unacceptable level of performance.

Incomplete
An “I” grade is given for incomplete work only if illness or other unavoidable causes prevent the student from completing the course. The student is responsible for contacting the instructor and determining what must be done to remove the “I” grade. Coursework must be completed and the “I” grade replaced with a letter grade by the end of the first week of the regular semester (fall or spring) immediately following the semester in which the incomplete was assigned. Graduating students receiving an incomplete in their final semester must complete the coursework and have a final grade assigned within two weeks following the end of that same semester. The instructor granting the incomplete, or the department chair in his or her absence, is required to report to the registrar a grade for the permanent record at the end of that period indicated. A grade of “I” not removed within the time period allowed will automatically be changed to an “F.”

A request for extension to move the deadline for replacement of an incomplete to a final grade to the end of the current semester, may be requested by the faculty member who assigned the incomplete. Until the grade has been formally recorded, the course will not be considered as hours attempted and thus will not be a part of the cumulative grade point average.

Coursework must be completed and the “I” grade replaced with a letter grade within six weeks after the beginning of the semester immediately following the semester in which the “I” was received. The instructor granting the incomplete, or the graduate program director in his or her absence, is required to report to the registrar a grade for the permanent record at the end of that period. A grade of “I” not removed within the time period allowed will automatically be changed to an “F.” A specified extension of time for removal of the incomplete grade may be granted by the graduate program director.
Until the grade has been formally recorded, the course will not be considered as hours attempted and thus will not be a part of the cumulative grade point average.

A “W” indicates that the student has withdrawn from a course before the point in the term at which the faculty member is required to assign a final grade.

Generally, that point falls when 75% of the term has been completed; see the academic calendar for official drop dates in each term. The “W” grade is non-punitive.

Any student who unofficially drops a course or unofficially withdraws from college will receive an “F” in the course or courses.

Credit point averages will be computed as follows: each hour of A counts as 4.0; each hour of A- counts 3.7; each hour of B+ counts 3.3; each hour of B counts 3.0; each hour of B- counts 2.7; each hour of C+ counts 2.3; each hour of C counts 2.0.

*Satisfactory or Unsatisfactory*

Some graduate courses are offered on a satisfactory/unsatisfactory basis. Satisfactory or Unsatisfactory courses are not to be included in the cumulative grade point average. A student receiving a grade of Unsatisfactory will not receive the credit toward graduation.

The grade point average is based only on academic courses taken at Drury University. The computation is made by dividing the total number of credit points earned by the total number of semester hours attempted. Grades of F are included when computing grade point averages and carry a value of zero points.

The grade point average is computed for courses that are repeated on the policy that the highest grade stands. Grade reports are available to students at the end of each semester or term. Grades are accessible on the web site to students with a valid student ID number and password. Additionally, students may request written notification of their grades to be sent to their permanent address.
**Transcripts of Credit**

Transcripts of credit will be issued by the Office of the Registrar to all present and former students subject to certain conditions. In order to assure that records are confidential, Drury University issues official transcripts only upon written authorization of the student. Financial obligations to the college must be satisfied.

There is an $8.00 fee for a transcript ordered online through [http://www.studentclearinghouse.org](http://www.studentclearinghouse.org).

The fee is $12.00 when ordered through the Registrar’s Office.
Class Attendance

Students are expected to attend all classes and laboratory periods for which they are enrolled. There is no university-wide policy defining conditions under which an instructor should or should not excuse an absence, other than university-sanctioned absences (academic and athletic competitions, class field trips, etc.). Instructors are responsible for the maintenance of standards and quality of work in their classes. Absences occurring for any reason, other than university-sanctioned activities, is an individual matter between student and instructor. Students are directly responsible to instructors for class attendance and for work missed during an absence for any cause.

Enrollment is verified in the third week of each semester (second week in block terms). Students that have not begun attendance by that timeframe will be administratively withdrawn from the course.
Appeal of Final Course Grade

Students should be protected from prejudice and capriciousness in the awarding of grades. They are entitled to a reasonable explanation of their performance in relation to the standards of the course. They also are entitled to (1) a review of their grade by a responsible group of faculty members in cases where the student can establish a reasonable doubt that the grade was awarded fairly and (2) a reconsideration of the grade where prejudice or capriciousness is established.

A student may appeal a final course grade by the following steps:

1. If a student has a question concerning the final grade, he or she should discuss the matter with the faculty member within the first three weeks of the following semester. If the faculty member who awarded the grade is not on campus during the regular term, the student should contact the graduate program director. When the faculty member who awarded the grade is not available, the graduate program director or someone designated by the director would, in normal circumstances, be responsible for reaffirming or adjusting the grade. The original faculty member would be consulted whenever possible. If no agreement is reached between the student and the faculty member, the student must file an appeal letter with the Office of Academic Affairs by the end of the fourth week.

2. The graduate program director concerned then mediates negotiations between the faculty member and the student (normally for two weeks, or the fifth and sixth weeks of the term). If the program director is the faculty member concerned, the Office of Academic Affairs will appoint a mediator.

3. If mediated negotiations are unsuccessful, the student may file a formal written petition with the Graduate Council (consisting of one faculty member from each graduate program and one graduate student, the dean supervising the graduate programs will convene the Graduate Council) before the end of the eighth week of the semester stating the reasons why he or she feels the grade was awarded in a prejudicial or capricious manner and presenting evidence to support the case. The petitioning student will be responsible for presenting any papers, tests or exams that were returned to him or her. The faculty member will be responsible for making available any papers bearing on the case that were not returned to the student.

The Graduate Council receives the petition and based on their experience as educators and their evaluation of the fairness of the grade, decides by a simple majority vote whether to hear the case. If they choose not to hear the case, the committee has completed its review of the appeal. If the Graduate Council decides to hear the case, the student and the faculty member will present any evidence or other information that is required by the Graduate Council. In those cases where a member of the committee is involved as the faculty member who awarded the grade, that member shall resign from the case and the Faculty Affairs Committee, serving as a nominating committee, shall appoint another faculty member to serve on the Graduate Council to hear the case. The committee also may call for whatever other information members deem significant to their decision, including testimony from the mediating faculty member from step two. The mediating faculty member also will be heard if he or she so desires.
The Graduate Council will then decide if prejudice or caprice was involved in determining the final grade. A two-thirds majority vote is required to establish prejudice or caprice, in which case the grade will be reconsidered. In the absence of a two-thirds majority vote, the case is closed.

4. In reconsidering the original grade, the graduate program director, in consultation with the Graduate Council, should review all pertinent materials. If a change in grade is deemed warranted, the new grade will be established by the graduate program director in consultation with the Graduate Council. If the graduate program director is the faculty member who awarded the grade, the same person who functioned as mediator will determine the grade in consultation with the Graduate Council.

5. All decisions of the committee on such petitions will be subject to automatic review by the Office of Academic Affairs and thereafter move into the normal channels of the university.
Academic Integrity

As members of an academic community, faculty and students are committed to maintaining high ethical standards. Academic misconduct undermines the educational goals of the university and is a serious offense. Students and faculty are required to act honestly and with integrity in their academic pursuits.

Examples of academic misconduct include, but are not limited to, the following:

- Copying from another student’s exam and/or work of any nature.
- Allowing one student to copy from another’s exam and/or work of any nature.
- Using unauthorized aids (such as formulas, a computer, calculator or other unauthorized materials and/or devices) for an in-class exam, take-home exam or other work.
- Obtaining and/or using unauthorized material, such as a copy of an exam before it is given.
- Giving or receiving answers by use of signals during an exam.
- Having someone else take your exam.
- Altering answers on a score test and submitting it for a re-grade.
- Destroying, damaging or stealing another student’s work.

Plagiarism is a particular kind of academic misconduct in that one person takes another person’s ideas, words or images and falsely presents them as his or her own. If a student submits any work that is not entirely his or her own, the student is plagiarizing.

Examples of plagiarism include, but are not limited to, the following:

- Directly quoting the words of others, published or not, without properly using quotation marks or indented format to identify them.
- Using sources without proper citations.
- Paraphrasing materials or ideas of others without properly crediting the sources.
- Submitting purchased (or otherwise acquired) papers as your own work.
- Submitting for a grade a paper or project that has already received a grade in another course.

Students who are in any doubt about the proper forms of citation and attribution of authorities and sources are expected to discuss the matter in advance with the faculty members for whom they are preparing assignments. Lack of intent does not excuse academic misconduct.

The authority and responsibility for making decisions regarding academic dishonesty and its penalties lie with the faculty member in the course involved, the program director and department head, the Office of Academic Affairs, the academic affairs committee and the president of the university.

The initial judgment regarding both guilt and penalty will be made by the faculty member in the course. That judgment should be clearly communicated to the student. Faculty members shall notify the program director and department head and the Office of Academic Affairs of instances of academic dishonesty.

A student who thinks he or she has been unfairly judged by a faculty member in questions of academic dishonesty may appeal that judgment by contacting the Office of Academic Affairs.
The faculty member is encouraged to keep in mind the seriousness of academic dishonesty and its relationship to the entire academic community and its intentions. The faculty member will make the initial judgment regarding the appropriate penalty for academic dishonesty within the following guidelines: requiring that the assignments in which the offense occurred be redone; failure on the assignment in which the offense occurred; lowering of course grade; failure in the course; and other actions as the faculty member deems appropriate to a particular case.

All instances of academic dishonesty shall be reported to the Office of Academic Affairs. Faculty members should have and retain evidence to support their charges of academic dishonesty and be prepared to present that evidence should a review or an appeal occur.

**Review**
An offense as documented by the faculty member(s) in question and as reported to the provost may be considered grounds for dismissal from the university. The provost may request the academic affairs committee to convene to review the evidence and make a recommendation regarding dismissal. The provost will make the final decision regarding dismissal; that decision may be appealed to the president of the university.

**Appeals**
Due process and the rights of students will be observed throughout this procedure. Records of academic dishonesty as reported by the faculty will be kept in the Office of Academic Affairs. These records will be destroyed upon the graduation of the student.
Scholastic Probation and Dismissal

Drury students are expected to maintain the highest level of scholarship of which they are capable. Notification of probationary status serves as a warning that students are not making satisfactory progress toward the degree and that unless the quality of work improves, they will be subject to dismissal from the program.

Students place themselves on probation and may be dismissed when they fail to maintain a minimum cumulative grade point average of 3.0. Students on probation cannot carry an academic overload. Students failing to remove themselves from scholastic probation within one semester in residence after being placed on scholastic probation may be dismissed. If the student shows satisfactory progress, they may be allowed to remain from semester to semester.

Students dismissed from a graduate program for academic reasons will not be eligible for readmission to the same graduate program. Admission to a different graduate program is not automatic. Applications for admission to a different graduate program must be submitted to the College of Graduate Studies at least one month prior to the first day of the proposed term of admittance. Students admitted to a different graduate program after dismissal from a graduate program will be admitted on probation and must show satisfactory progress by the end of their first semester in order to remain enrolled.

Those students admitted as probationary students will not be permitted to carry an academic overload and must show significant progress toward the grade point average required for graduation.

Students serving as Graduate Assistants must bring their cumulative grade point averages back up to 3.0 in one semester. A Graduate Assistant on academic probation must meet with the program director to develop a written plan to bring his/her grade point average back up to 3.0. The written plan must be reviewed and accepted by the dean of the college. Failure to achieve at least a 3.0 cumulative graduate grade point average after the one semester probation will result in loss of the graduate assistantship.

Graduate students also seeking state teacher certification must meet the grade criteria listed under Certification Grade Requirements.
## Financial Affairs

### Tuition and Fees 2018-2019

<table>
<thead>
<tr>
<th>GRADUATE TUITION</th>
<th>Per Credit Hour</th>
<th>Special Rates</th>
<th>Per Semester</th>
<th>Annual or One-time Fees</th>
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<tbody>
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<td>MBA Orientation Fee-flat rate</td>
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<td>Fraternity Houses</td>
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**Drury affiliates:**

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<td>Smith, Wallace Double Occupancy</td>
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<tr>
<td>Sunderland Single</td>
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**Not Drury affiliates:**

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<td>Smith &amp; Wallace</td>
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<tr>
<td>Sunderland</td>
<td>$18.50</td>
</tr>
<tr>
<td>College Park / Summit Park</td>
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General Information
The various tuitions and fees are subject to change without prior notice, but Drury University attempts to inform of such changes as soon as possible.

The various tuition and fee items that are nonrefundable are so noted. Generally, most items are nonrefundable and students and parents should review the listing of tuition and fees carefully.

Students and parents should become familiar with the deferred payment policy of Drury University and our withdrawal refund policy. All questions or requests should be addressed to:

Accounts Receivable Coordinator Burnham Hall
Drury University 900 N Benton Ave
Springfield, MO 65802

Email at businessoffice@drury.edu or by telephone at (417) 873-7343.
How Drury Tuition is Paid

Educational costs are met by Drury students in three ways:

1. The full cost may be covered by personal resources. The total bill is paid in full two weeks before the beginning of each semester, or a percentage of the full amount is paid and that balance is due in accordance with the deferred payment plan.
2. The student may qualify for financial aid that is awarded directly through the university and is credited to the student’s bill by the Business Office. These kinds of financial aid awards are made annually and the amount awarded is divided equally between charges for the fall and spring semesters.
3. The student may receive financial aid from the federal or state government which is paid to Drury University and applied to the student’s account. If the application of one or more awards from the federal or state government creates a credit balance on the student’s account, the student may be eligible for a refund.

Federal financial aid for graduate students at Drury University includes the Unsubsidized Federal Direct Student Loan, unsubsidized, and Graduate PLUS Loan.

Explanation of Tuition and Fees

Tuition: The basic charge to cover the general institutional, student services, library and plant operations. Tuition covers but a portion of these costs that also are supported by generous gifts and grants and endowment income.

Technology Fee: The technology fee is used to enhance the infrastructure and applications used by the university.

International Student Orientation Fee: Covers the cost of the two-day or four-day international orientation program and room and board for the period immediately prior to the start of the fall or spring semester.

Transcript Fee: A charge to cover the cost of processing a request for a certified transcript copy and mailing to prospective employers and graduate schools. The first transcript received following graduation is free. Unofficial copies of transcripts for currently enrolled students can be obtained at no charge (for those with no balances).
Financial Aid: The Basics

Overview
Every effort will be made to provide students accepted to Drury sufficient financial aid to enable them to attend.

The FAFSA
Students wishing to file for financial assistance at Drury University must complete the Free Application for Federal Student Aid (FAFSA). The FAFSA serves as the application for federal aid programs. The FAFSA can be completed online at www.fafsa.gov.

The FAFSA is a universal application of all colleges/universities nationwide. The FAFSA will be processed by the Federal Processing Agency (U.S. Department of Education). When filed, the student will receive a Student Aid Report (SAR) that he or she must review for accuracy. The Financial Aid Office cannot make an official financial aid award to a student until the student’s electronic Institutional Student Information Report (ISIR) has been received by the university.

Applicants should complete the form electronically before February 1 of each year. Note: Answer all FAFSA questions accurately and completely to avoid delays in processing that might affect the amount of aid it is possible to receive. Read instructions carefully; this application is the cornerstone of the financial aid search.

Determination of Need
Each year, a formula for determining need is established by the government. The information the student and family provide on the FAFSA is analyzed according to this formula to arrive at an Expected Family Contribution (EFC). The difference between the student’s EFC and the cost of attendance at Drury is the amount of financial aid for which the student may be eligible.

The U.S. Department of Education will send the student an acknowledgment of the FAFSA application. The student will receive a Student Aid Report (SAR) from the U.S. Department of Education. If the student does qualify for aid, a financial aid award package will be sent to the student. The award package will include a list of the kinds and amounts of aid that can be offered. The student should study this list carefully and accept all awards by the established deadlines. Awards that are not accepted by the established deadline will be cancelled.

Eligibility of International Students
Government-based financial assistance in the form of loans and grants are not available for students who are not citizens or permanent resident visa holders of the United States or its possessions. The university does not provide institutional need-based assistance.

It is important for prospective students to become informed of the full costs of attending Drury and living in the United States for the duration of their studies. The university and the U.S. government require that students document their ability to cover their financial obligations to the university in addition to their estimated personal and living expenses. The university can only grant admission and issue the Form I-20 (required to apply for an F-1 student visa) to those individuals who submit adequate financial documentation. The university confirms all financial documentation directly through the issuing financial institution before granting admission. Likewise, the U.S. Embassy can only issue student visas to those individuals who submit acceptable financial documentation.
Drury University Policies Regarding Graduate Financial Aid

Eligibility for Grants and Scholarships
Please check with the Director of your program of study for possible available aid. Also, check the Financial Aid webpage for possible scholarship opportunities.

Renewal of Financial Aid
All students receiving any type of federal aid must file a Free Application for Federal Student Aid (FAFSA) annually. This is completed at www.fafsa.gov.
Satisfactory Academic Progress (SAP) Policy

Federal regulations require Drury University to establish a satisfactory academic progress (SAP) policy to ensure all students receiving financial aid are making reasonable progress towards completing their degree. Students who repeatedly fail to make progress will be suspended from receiving financial aid. Title IV aid recipients must meet the requirements of both university policies related to academic standing, as well as Title IV requirements for Satisfactory Academic Progress. This policy applies equally to all students, regardless of enrollment level, degree program, or academic pursuit.

Satisfactory academic progress is defined as passing a minimum of 67% of attempted courses in a degree program (quantitative assessment), and achieving a required grade point average (GPA) during a reasonable period of time (qualitative assessment). Academic records of financial aid recipients are reviewed annually to determine academic progress.

These standards apply only to a student’s eligibility for federal financial aid. Refer to the academic policies of Drury University for academic policies that apply to all students regardless of whether they are receiving financial aid.

Pace and Maximum Timeframe Requirements (Quantitative Assessment)
- Calculated by dividing the cumulative number of credit hours the student has successfully completed by the cumulative number of credit hours attempted.
- In order to graduate within the maximum timeframe allowed, students must successfully complete 67% of the cumulative courses they have attempted.
- Only courses in which the student receives academic credit count towards completed hours.
- The maximum timeframe for graduate students is 45 credit hours. Students who have attempted more than 45 credit hours are no longer eligible for federal financial aid.

Overall Grade Point Average (GPA) Requirement (Qualitative Assessment)
Graduate students must maintain a cumulative grade point average (GPA) of 3.0 or higher to achieve satisfactory academic progress.

Withdrawals, Repeats and Incomplete Grades
- Courses dropped after the drop/add period will count towards attempted hours.
- Repeat courses for which the student has previously earned credit will not count towards hours completed. However, they will count towards hours attempted even if credit was not previously earned. The highest grade will be the grade that counts towards the GPA calculation.
- Credit hours for courses for which an incomplete or deferred grade is granted will not count as hours completed but will count towards hours attempted.

Transfer hours
Transfer courses accepted by Drury University are included when calculating SAP as credits attempted and credits earned.

Academic Forgiveness
Academic Forgiveness will not be applicable when reviewing academic progress for financial aid eligibility. This includes overall GPA and SAP requirements.
**Academic Suspension**
Students under academic suspension are not eligible to receive financial aid and are not eligible to appeal until they have been reinstated to the University. Reinstatement to the University does not guarantee financial aid eligibility or appeal approval.

**Automatic Termination of Aid Eligibility**
Failure to meet either qualitative or quantitative requirements of satisfactory academic progress will result in automatic termination of aid eligibility for Title IV, HEA programs, unless the student is placed on financial aid warning status, or has successfully appealed to be placed on financial aid probation.

**Appeal Process**
- Satisfactory Academic Progress is monitored annually, following the end of the Spring semester. Students will be notified if they are not meeting SAP requirements, and their eligibility for financial aid will be suspended.
- Students who are not meeting SAP requirements may have the opportunity to appeal if the failure to meet SAP requirements is due to an extenuating circumstance.
- Students who successfully appeal are placed on financial aid probation and are eligible to receive financial aid for the next semester in which they are enrolled, but may be placed on an academic plan.
- At the end of the next semester in which a student on financial aid probation is enrolled, his or her transcript will be reviewed. If the student is meeting the terms of the academic plan, or if the student has once again regained SAP requirements, the student will continue to be eligible for federal financial aid.
- Failure to follow the academic plan and to regain SAP requirements during a semester during which a student is on financial aid probation will result in the loss of financial aid eligibility for future semesters.
- If an extenuating circumstance occurs while a student is on financial aid probation that prohibits a student from successfully meeting the terms of the established academic plan, the student may appeal once again, and if successful, be placed on a new academic plan.
- Extenuating circumstances include (but are not limited to) the death of a family member, illness or injury, or other circumstances beyond the student’s control. Appropriate supporting documentation of the circumstance must be provided when requested. Students may not use the same extenuating circumstance for multiple appeals without sufficient documentation of ongoing issues.
- Appeals must include a statement from the student explaining why they did not meet the SAP requirements, and what has changed to allow them to meet the requirements in the next semester. If requested, students must also submit an academic plan completed by the student and the advisor.
- Students who are suspended from financial aid due to having reached the maximum timeframe will be evaluated on a case by case basis through the appeal process. Successful appeals will be monitored in the same manner as other SAP appeals.
- Incomplete appeals will not be reviewed.
• Students will receive written notification of the opportunity to appeal, the appeal decision, and subsequent financial aid eligibility.
• Students who fail to meet SAP requirements may be denied financial aid.

Reestablishing Eligibility
Students may also reestablish eligibility by enrolling in one or more semesters and successfully completing the course(s) without the assistance of financial aid. When a student’s satisfactory academic progress meets both qualitative and quantitative measures outlined in this policy, he or she will once again become eligible to receive financial aid.
Financial Aid: Government Assistance Available

**Loans**
Students must repay loans after graduation or withdrawal. Before agreeing to a loan, a student should carefully review all terms and conditions of the loan, interest rates, and the amount of monthly payments.

**Federal Direct Student Loan**
Unsubsidized loans are available to almost any student regardless of financial need. If eligible, a student may receive up to $20,500 per year. The fixed loan interest rate is subject to change once a year as established by the federal government. Application must be made through Drury University. Loans cannot exceed the cost of attendance minus other financial aid. Unsubsidized direct loans are not based on financial need and may be available to students who file a FAFSA, regardless of income. Since this loan is not subsidized by the government, the student is responsible for all interest that accrues during in-school, grace and deferment periods. The student may choose to make interest payments while in school or may defer (and accumulate) the interest until repayment.

This loan program represents an agreement between the student and the U.S. Department of Education. Loan monies will not be released to the student until all qualifiers are fully met. The loan will be wire-transferred from the Department of Education to the student’s account as early as the fourth week of school. After receipt of funds, if a credit exists Drury will send a refund to Bank Mobile approximately 10 days later. Any change in enrollment before the add/drop period may result in a recalculation of loan eligibility. Only classes that are required by the student to complete their program of study will be considered in the loan calculation.

**Federal Direct Plus Loan Program (PLUS)**
Graduate students may be eligible to borrow money for educational expenses under this program. Loans are certified by the school and approved by the Department of Education. These loans carry a fixed interest rate as established annually by the government. The amount of this loan may not exceed the student’s cost of attendance minus other aid. Repayment begins 60 days after disbursement of the loan, unless a deferment is requested and granted.
Scholarships from Outside Sources
Many agencies, civic groups, churches and even employers give various forms of financial aid directly to the student. It is the student’s responsibility to use this assistance to meet the expected payment dates.

Many employers provide a generous program of reimbursement for educational expense, but payment to the student usually is made after successful completion of coursework and not at the beginning of the semester. The student is responsible for paying for coursework according to established payment dates.

Drury University reserves the right to withdraw part or all of any Drury-funded scholarship if a student’s tuition is paid in full or in part by an outside/government agency.

Receiving and Keeping Financial Aid
Rule 1: Apply early. Students should begin by filing the FAFSA and reviewing all published scholarship and financial aid deadlines.

Rule 2: Keep financial aid documentation up to date. Not only must an application be made in time for an award to be made, but the award must be claimed by the student. The award notice provided to the student must be accepted or declined according to established deadlines. Deadlines for claiming aid are stringently observed.

Priority for Financial Aid
Financial aid is awarded on a rolling basis with the date of receipt of financial aid applications determining the order of award until available funds are exhausted, after which students will be considered for financial aid as funds become available according to their academic and personal promise.
Time of Notification of Financial Aid Awards
The Financial Aid Office will not send an official letter of award to new students until such time as the student is admitted to Drury University in good academic standing.

Award of Endowed Scholarships
Unrestricted and endowed scholarships will be awarded as early as possible in developing student aid packages so that donors may be notified of the student receiving the award. Acceptance of any endowed scholarship constitutes the student’s agreement to write a letter of acknowledgement to the donor.
**Graduate Assistantship**

Students interested in a graduate assistantship should visit [www.drury.edu/hr](http://www.drury.edu/hr). Graduate assistant positions are listed under Staff Openings. For more information, email hr@drury.edu or call (417) 873-7434.
Benefits
Benefits are funds extended to certain groups of people under special conditions.

VA Benefits
Students may be eligible to receive educational assistance under a number of programs offered by the Veterans Administration. Programs include the GI Bill, Selected Reserve, Survivors and Dependents Benefits and Vocational Rehabilitation. A VA representative is available on the Drury campus to help determine eligibility and establish benefits.

Private Company Benefits
Check with employers to see if they have a program of educational benefits for employees or employees’ children.

Note to Students Receiving VA Educational Benefits

Information You Should Know about VA Benefits
Punitive (Failing) grade: A grade assigned for pursuit of a course that indicates unacceptable coursework and no credit granted toward graduation for that pursuit. Although this type of grade results in no credit, it is distinguished from a non-punitive grade by the fact that it is considered in determining overall progress toward graduation, in that a penalty is exacted on a school graduation requirement, such as grade point average.

Drop-add period: If an eligible veteran or person withdraws from a course after the drop-add period, receives a non-punitive grade for that course and mitigating circumstances are not found, benefits for that course will be terminated effective the first date of enrollment.

The VA representative must be notified if an eligible veteran or person has any changes in enrollment status during a certified period of enrollment.
Deferred Payment Policy

It is the intention of Drury University to provide the means for students to pay tuition and fees over time. Drury University has partnered with Nelnet Business Solutions to make the payment plan process easier for students and their families. When you sign up for the payment plan determines how many months you have to pay off your account balance. Payment plan details can be found at www.mycollegepaymentplan.com/drury.

A new Payment Plan agreement must be completed for each semester in which you register. If you change your registration, please DO NOT create a second payment plan. Your payment plan will adjust based on your registration.

Availability of the Payment Plan is determined by Drury University. The University may elect to not have the Payment Plan available during specific times and dates during registration. Plan available dates are subject to change.

Any balance not covered by an approved payment plan will be assessed interest at one percent per month on the unpaid balance, or 12 percent per annum. Any collection cost or legal fees incurred in collecting an account will be the responsibility of the student.
Official Drop/Withdrawal/Refund Policy

Refunds are only calculated on classes that are dropped during the official add/drop period. All refunds are calculated from the date the application is filed with the registrar. No other notice will suffice. Nonattendance of classes does not constitute official drop or withdrawal. Applicable refunds for students receiving federal and/or state financial aid will be calculated in reference to the student’s date of notification of withdrawal, last date of academic attendance or the midpoint of the period.

Please refer to the Academic Calendar [http://www.drury.edu/academic-affairs/academic-calendar](http://www.drury.edu/academic-affairs/academic-calendar) for specific add/drop deadlines and other important semester dates. The responsibility for initiating and completing the drop or withdrawal process with appropriate university offices rests with the student. The first day of classes constitutes the beginning of the semester for tuition refund purposes. For courses that are scheduled out of sequence of the regular fall, winter, spring and summer semesters, the day published as the first day of the semester or term constitutes the beginning of the course for tuition refund purposes.

During the Fall and Spring semesters, Full Semester and A Block students are free to make any changes to their course schedule in accordance with policies and deadlines established by the Registrar’s Office each year. At the end of this period, students are charged the full amount for the courses (or course load) in which they are enrolled. This remains the case if a student withdraws from a course with a "W."

During the Fall and Spring semesters, B Block students are free to make any changes to their course schedule in accordance with policies and deadlines established by the Registrar’s Office each year. At the end of this period, students are charged the full amount for the courses (or course load) in which they are enrolled. This remains the case if a student withdraws from a course with a “W.”

During Summer Semester, Full Semester, A Block, and B Block students are free to make any changes to their schedule in the first week of each term. At the end of this period, students are charged the full amount for the courses (or course load) in which they are enrolled. This remains the case if a student withdraws from a course with a "W."

During all other course dates, no refunds are available after the course has commenced.

If a student has an unpaid account with the university, any tuition refund due from a drop will be applied to such unpaid accounts.

Each year the university publishes a calendar guide for institutional refunds and complies with the Return of Title IV Funds policy for federal programs. Students should become familiar with the guide each semester or term, and must remember that credit courses that are less than a regular term in duration follow the refund schedule for the full semester or term in which they are taught, regardless of the start date of instruction. The refund policy for noncredit conferences, institutes, seminars and community services courses is a 100 percent refund if the official drop occurs prior to the first day of instruction.
Withdrawals and the Return of Title IV Funds

Drury University encourages all students to carefully consider the financial and academic ramifications of withdrawing from any coursework. Federal financial aid regulations require the Financial Aid Office to perform a Return to Title IV recalculation for federal financial aid eligibility for students who withdraw, drop out, are dismissed, fail to begin enrollment in, or take a leave of absence (and do not return) prior to completing 60 percent of a semester.

Students who have completed 60% of the semester have earned their full federal aid eligibility for that term, but a Return to Title IV calculation will still be processed to determine the student’s eligibility for a post-withdrawal disbursement.

If a student wishes to withdraw from a course or courses, the student should contact the Registrar’s Office or the branch campus coordinator. Failure to begin attendance in a course does not constitute a formal withdrawal from a course, and students may still incur charges for that course if it is not formally dropped. If the Financial Aid Office becomes aware that a student does not begin attendance in a course in which he or she is enrolled, financial aid eligibility will be recalculated according to actual enrollment. The student may not be formally withdrawn from the course unless he or she follows the appropriate steps to do so.

If a student officially withdraws from Drury University, the student’s withdrawal date will be determined by the later of: a. the date the student initiated the withdrawal, or b. the date the student provided official notification to the institution of the intention to withdraw. The institution’s determination of the date that the student has withdrawn is the date that the student officially withdraws.

If a student unofficially withdraws (ceases attending), the student’s withdrawal date will be determined by the date of the student’s last attendance at an academically related activity. Faculty members report students who cease attending classes, as well as the last date of attendance at an academically related activity, for the purpose of unofficial withdrawals.

Students who attend a sufficient number of academically related activities to earn a grade of F in a course will not be considered unofficial withdraws. If a student is administratively withdrawn, or withdraws due to circumstances beyond the student’s control, the date of the action or circumstance will be used. The institution’s determination of the date that the student has withdrawn is the date that the school becomes aware the student has ceased attendance.

A student who previously indicated an intent to withdraw may rescind that intention in writing. However, if the student subsequently ceases to attend the institution prior to the end of the payment period or period of enrollment after rescission of official notification, the student’s rescission is negated and the withdrawal date is the date the student originally indicated the intent to withdraw.

Students who unofficially withdraw during a semester will be subject to a Return to Title IV calculation. Any unearned funds that were disbursed must be returned within 30 days, and the student will probably owe a balance to Drury. If a student is determined to be eligible for additional aid at the time of unofficial withdrawal, Drury University will process a post-withdrawal disbursement, in accordance with United States Department of Education regulations.
Recalculation of federal aid is based on the percent of earned aid using the following formula:

\[
\text{Percent earned} = \frac{\text{Number of days completed up to withdrawal date}}{\text{total days in the semester}}
\]

Federal financial aid is returned to the federal government based on the percent of unearned aid using the following formula:

\[
\text{Aid to be returned} = (100\% - \text{percent earned}) \times \text{amount of aid disbursed}
\]

Aid will be returned in the following order: Unsubsidized Loans, Subsidized Loans, Perkins Loan, Direct PLUS Loans, Pell Grant, FSEOG, TEACH Grant, Iraq Afghanistan Service Grant; or as required by the United States Department of Education. Funds will be returned as soon as possible but no later than 45 days after the date of the institution’s determination that the student withdrew.

When aid is returned, the student may owe an outstanding balance to the university. The student should contact the Student Financial Services Office to make arrangements to pay the balance.

*Federal financial aid includes, but is not limited to, the Federal Pell Grant, Iraq Afghanistan Service Grant, SEOG Grant, Perkins Loan, Direct Student Loan and Direct Parent PLUS Loan.
**Student Billings**

Student statements are available online through MyDrury. If a paper statement is needed, please contact businessoffice@drury.edu.

**Explanation of Student Billing**

It is extremely important that parents and students understand the need to meet financial obligations associated with being a student at Drury University. When these obligations are not met in the manner expected, the university must borrow for its operations. The interest expense for that borrowing is ultimately reflected in increased tuition and fees. Quality education is costly to provide and Drury families must recognize the need for complete compliance with request for payment, financial aid application deadlines, etc. The Student Financial Services and financial aid programs of Drury University are designed to assist students and parents in managing the expense of a quality university education.

**Payment Policy**

All tuition and fees are due and payable two weeks before the first day of classes. Semester statements covering tuition and fees are available online through MyDrury. If you need a paper statement mailed, please email businessoffice@drury.edu.

Student account balances that become past due may result in notification from the Director of Business Services for official withdrawal from classes.

Students with a prior semester balance will not be permitted to register for subsequent semesters. All delinquent accounts will be assessed interest at one percent per month on the unpaid balance, or 12 percent per annum. Any collection costs (up to 60% charged) or legal fees incurred in collecting an account will be the responsibility of the student.

Students who have failed to comply with payment policies in any semester may be denied the opportunity to register for future semesters and may be denied the opportunity to participate in the University deferred payment plan.

Students should become familiar with the Drury University deferred payment plan and our withdrawal refund policy. All questions or requests should be addressed to:

Accounts Receivable Coordinator Burnham Hall  
Drury University 900 N Benton Ave  
Springfield, MO 65802

Email businessoffice@drury.edu or telephone (417)873-7343
Consequences of Non-Compliance with Payment Policies
We believe that when the importance of timely tuition/fees payment is understood and when parents and students understand Drury’s willingness to arrange an individually appropriate payment plan, it will not be necessary to penalize students for nonpayment. If charges are not met, however, the university has no choice but to pursue the steps necessary for resolution. It is only fair to advise students of consequences of the following actions:

Failure to return financial aid award acceptance by announced deadlines.
- Money will be given to another student immediately.

Failure to make initial payment for semester tuition.
- Course spaces may be given to another student.
- Campus services may not be available.

Failure to meet appropriate payment dates.
- The total bill becomes due and payable immediately.
- An administrative fee of $40/month will be charged for processing a late payment.
- Interest at the rate of 12 percent annual effective rate will accrue on the outstanding balance due from the date of the missed payment until the account is paid in full.
- Any collection costs (up to 60% charged) or legal fees incurred in collecting an account will be the responsibility of the student.
- The privilege of deferred payments in subsequent semesters may not be permitted.

Outstanding balance from a previous semester.
Until the balance is paid, the student will not be allowed to:
- Register for any subsequent semester.
- Obtain a transcript of academic work.
- Apply for campus housing.
- Participate in graduation ceremonies and obtain a diploma.

Students who have had outstanding balances from a previous semester are required to prepay for course registration.
Concurrent Credit Tuition Policy

Tuition for graduate-level courses taken while pursuing a bachelor’s degree will be charged according to the following:

**Day School:** Students enrolled in 12-17 hours while taking graduate level coursework will be charged at the Day School tuition rate. In the event of an overload (more than 17 hours), graduate courses will be charged at the applicable graduate tuition rate. Reference the Tuition and Fees chart for tuition rates.

**CCPS:** Courses taken at the graduate level are charged the applicable graduate tuition rate. Reference the Tuition and Fees chart for tuition rates.

Once formally admitted to the graduate program upon completion of the bachelor’s degree, Day School students will pay the graduate tuition rate for their coursework.
Student Affairs

Olin Library
The Olin Library is a repository for the information essential to the pursuit of knowledge by the Drury community. It provides timely access to the information resources that support the academic and administrative needs of the university. The library seeks to create an infrastructure for effective information delivery and to teach skills that enhance academic success and lifelong learning. Through its collections, information access services, and an environment conducive to learning, the library enriches the life of the Drury community and advances the university’s educational mission.

Off-Campus Library Services (OCLS)
This service works to provide seamless access for off-campus faculty and students to the resources and services of the Olin Library.

The goal of the Olin Library is to provide Drury satellite branch students and faculty with the same level of library access and service provided to on-campus students and faculty. It is recommended that all students and faculty use the Olin Library website at http://library.drury.edu as the gateway to library information resources and services.

Library services available:
- Prompt delivery of books, articles and videos owned by the Olin Library
- Online interlibrary loan for materials owned by other libraries
- Research assistance at the library’s reference desk
- Research consultations scheduled with individual members of the library faculty
- Research assistance via email or phone
- Online research guides called DUGuides that cover a range of disciplines and subjects
- Library instruction sessions customized to specific courses and assignments
- Access from on or off campus to an array of research-oriented electronic indexes and full text databases
- Drury students may use their Drury ID card to use all resources in other academic libraries in the Springfield area
- Drury students may use their ID card in any MOBIUS library to check out books

Interlibrary Loan
The purpose of Interlibrary Loan is to borrow books and obtain articles from journals not held in Olin Library for Drury University students, faculty, staff and alumni. There is no cost for Interlibrary Loan.

Methods for requesting these items:
- Interlibrary loan form on the library’s website under “Services”
- Email requests at illdesk@drury.edu that include comprehensive information about the item being requested
- Request forms built into a large number of electronic databases

Library Catalogs
Drury – Search for 180,000 unique titles held by the Olin Library, and thousands of electronic book titles
SWAN – Search for 1.4 million unique titles in the joint catalog of ten libraries in Southwest Missouri: Drury University, Missouri State University, Southwest Baptist University, Ozarks Technical Community College, Baptist Bible College, the Assemblies of God Theological Seminary, Missouri Southern University, Crowder College and Cottey College. These books may be requested online for delivery by courier.

MOBIUS – Search for nearly 7 million unique titles in the joint catalog of 64 academic libraries in Missouri. These books may be requested online for delivery by courier.

Springfield-Greene County Library – Search the catalog of the public library as well as the catalogs of the Ozarks Genealogical Society and the Landers Theater. All Drury students are eligible for public library cards. SGCL books may also be found through MOBIUS and requested for delivery by courier.

Evangel University – Drury students may use their Drury ID card to check books out from Evangel and to use their electronic resources.

Online Resources
Through the library website at library.drury.edu, the F. W. Olin Library provides access to more than 70 databases that index thousands of scholarly journals, magazines, and newspapers, with many articles delivered in full-text. Library databases also offer images, music files, business profiles, reference materials, ebooks, and more.

Writing Center
A writing center staffed by a qualified faculty member and student tutors provides assistance to individual students of all levels. More information at www.drury.edu/writing-center.

Computer Labs
On the Springfield campus, students have access to computer labs located in Springfield Hall, open 24 hours a day, and Olin Library. An active Drury email account and password are required to access the computers.
**Bookstore**
The university bookstore offers students a broad range of supplies and services. In addition to new and used textbooks, the store stocks classroom supplies, art and architecture supplies, sportswear, convenience store items, insignia giftware, greeting cards and study aids.

The Bookstore is located in the lower level of the Findlay Student Center.

**Identification Cards**
Photo ID cards are available from the security office in Findlay Student Center. A valid photo ID will allow access in parking lots with control arm entrances. Students will be charged for replacement cards.

**University Guests**
Violations of Drury University regulations by university guests can result in removal from campus. Repeated violations can result in trespassing charges filed against the guest.
Parking Regulations
Parking is available on the Springfield campus. All students, faculty and staff who choose to park on campus must register their vehicles with the security office. Permits are issued at the security office in the Findlay Student Center, room 101, between 8 a.m. and 5 p.m., Monday through Friday (except holidays).

Parking regulations are necessary for the safety and convenience of the campus community.

1. All vehicles parked on campus, excluding visitors, must be registered and permits must be displayed on the windshield.
2. Residential students MUST register their vehicles by August 31 each year.
3. No parking in handicap zones without a handicap permit.
4. No parking in crosswalks, fire lanes, loading zones, on grass, sidewalks or in posted areas.
5. Residential students may park in designated residential Lots A, B, C and D and Lots 7 and 8 (University Suites).
6. Non-residential permit holders may park in Lots 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 12.
7. Visitors to campus should park in Lot 7, on Drury Lane or on Burnham Circle and check in with the Security Office (Findlay Student Center) to get a visitor permit. Time limits do not apply to visitors with a valid visitor permit.
8. Between 8 p.m. and 8 a.m. and on the weekends and holidays, all parking is open with a permit excluding residential lots and control arm lots. Residential lots are open to vehicles with permits for those areas between August 15 and May 31.
9. Residential parking lots are open to any permit parking from June 1 to August 14 each year.
10. Burnham Circle and Drury Lane are limited to 30-minute parking Monday through Friday, 8 a.m. to 5 p.m. (Parking is open 5 p.m. to 8 a.m. and on weekends and holidays with a valid permit.)
11. Areas closed by security and designated as such by cones or other types of barriers are to be considered no parking zones. Motorists are to follow the directions of security officers when they are present and controlling traffic.
12. Parking is permitted between marked lines only.
13. Parking on city streets—Mid-Town Parking Permit. Students, faculty, staff and visitors may park on city streets immediately adjacent to Drury property where it is not posted for No Parking and there is not a sign saying “Residential Permit Required.” These streets include parts of Calhoun, Benton, Summit, Webster, Lynn, Robberson and Jefferson. Only students living in Mid-Town houses owned or leased by Drury are able to obtain the Mid-Town parking permit if they wish to park on city streets signed “Residential Permit Required.” A Mid-Town residential permit may be obtained by calling 864-1617. They are free. A maximum of three permits are issued per house. No other students are eligible to obtain the Mid-Town parking permit.
Food Services

Meal Plans for 2018-2019
The university meal plans are listed below. These meal (block) plans give the student the ultimate in flexibility and control.
45 Blocks with $130 Panther Bucks*
90 Blocks with $200 Panther Bucks
120 Blocks with $270 Panther Bucks
150 Blocks with $340 Panther Bucks
180 Blocks with $340 Panther Bucks
*Note: This meal plan is not an option for students in residence halls.
(There are approximately 16 weeks per semester.)

Block Plans
The block plans are based on meals per semester instead of meals per week. Your meal plan blocks can be used at the Commons whenever it is open or at the CX between 6:30 p.m. – 8 p.m. You can swipe your card for family and friends, too. Your unused Meal Plan Blocks do not roll over from the fall semester to the spring semester.

Panther Bucks
Panther Bucks are monies that can be used for purchases in the CX and the Commons. Your unused Panther Bucks roll over from the fall semester to the spring semester only. Panther Bucks may also be used to pay the walk-up price of meals at the Commons.

Students may also pay with cash/credit at the CX and the Commons.

Campus Exchange
The CX (Campus eXchange) is located in Springfield Hall and is a perfect place for students to meet to work on projects, study, or just to relax. The CX offers menu items ranging from grill items that are cooked to order, to the “Grab n’ Go” menu items which include pre-packaged entrée salads and sandwiches. Students can also enjoy a variety of Starbucks freshly brewed beverages.

FSC Commons
The Commons Dining Hall features a robust menu of home-style foods, daily grill items, vegetarian entrées, as well as an extensive salad & salad bar and a dessert station. The Commons also features seasonal special events and provides “to go” containers. Arrangements can be made for individual consultations concerning any dietary need, such as vegan, weight control, food allergies or medically prescribed diets.
Commuter Meal Plan Refund Policy

Refunds generally are not granted after the advertised bi-annual meal plan change deadline. Appeals to the no-refund policy should be directed to the vice president for student affairs. Students who dis-enroll from Drury after the deadline are required to pay for the semester’s meal plan in full.
**International Support Services**

International Support Services (ISS) provides services for international students including immigration advising, assistance with applying for work permission and Social Security cards, health insurance, counseling and assistance on cultural adjustment issues.

International Support Services is located in room 113 of the Findlay Student Center.
Disability Services
Drury University is committed to providing a hospitable and supportive environment to qualified students with diagnosed disabilities and to comply fully with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Services for students with disabilities are coordinated by the director of disability services. To begin the process of planning for success, students are encouraged to present appropriate and current documentation of their disability within the last three years before their first semester of classes.

Accommodations will be determined by the director of disability services based on the documentation. Students will be empowered to communicate this disability and classroom learning needs to their faculty each semester. The director of disability services is the initial contact for a grievance of accommodations.

The director of disability services may be contacted by visiting Findlay Student Center, room 114 or by calling (417) 873-7457.

Ed Derr, LPC, NCC
Director of Counseling and Disability Services
http://www.drury.edu/disability-support-services/about-disability-support-services/
(417) 873-7457
FSC 114
ederr@drury.edu
Right to Dismiss
The right is reserved by the university to dismiss or exclude any student from the university, or from any class or classes, whenever, in the interest of the student or the university, the university administration deems it advisable.
Student Complaint Guidelines
It is the philosophy of Drury University to be responsive to student concerns. If students feel that they have been treated in an inappropriate or unfair manner, they should file a formal written complaint with the appropriate officer of the university:

- The President
- The Vice President for Academic Affairs
- The Vice President for Student Affairs
- The Vice President for Administration

When in doubt regarding the appropriate officer for a particular complaint, the student is encouraged to contact any of the officers mentioned above. If, after exhaustion of all institutional avenues, the university and the student are not able to mutually resolve the student’s concerns, the student may contact the Missouri Department of Higher Education at (573) 526-1577. More information on MDHE’s complaint resolution policy can be found at http://dhe.mo.gov.
Non-Discrimination/Harassment Policy and Complaint Procedures
Approved by Board of Trustees 5-16-14, Updated 10-1-15, Updated 9-1-16

I. General Statement
Drury University is committed to providing an academic and employment environment in which students and employees are treated with courtesy, respect, and dignity. Accordingly, the University prohibits discrimination on the basis of gender, race, color, veteran status, national origin, disability, age, religion, sexual orientation or any other legally protected characteristic (collectively, “protected classes”) in matters of admissions, housing, services, any aspect of the employment relationship, and in the other educational programs and activities that the University operates (collectively, “programs and activities”).

Harassment is any unwelcome verbal, non-verbal, or physical conduct that denigrates or shows hostility or aversion to a person on the basis of a protected class. Harassment that is based on a protected class constitutes a form of prohibited discrimination when it denies or limits a person’s ability to participate in or benefit from the University’s programs and activities.

Examples of behaviors that could be deemed harassment as defined above include, but are not limited to, the following:

- Written or verbal abuse or threats
- Crude comments, jokes, or innuendo
- Taunts or intimidation
- Shouting, bullying or ridiculing
- Undermining of performance
- Offensive phone calls, texts or photos
- Touching, hitting or other physical contact

II. Applicability
These complaint procedures are applicable to complaints alleging discrimination and/or harassment on the basis of a protected class, except those complaints falling under the Title IX: Sexual Misconduct Policy, and include complaints made by University employees and students against faculty, staff, students, supervisors, co-workers, or non-employees (such as vendors). All individuals involved in processing complaints under these procedures will be trained in complaint investigation and are knowledgeable about the University’s obligation to comply with Federal laws prohibiting discrimination in the University’s programs.

III. Filing a Complaint
The University has designated the following administrators to coordinate inquiries regarding its efforts to carry out this policy, to comply with federal and state laws prohibiting discrimination, and to receive complaints of discrimination and harassment.
Coordinator - Non-Discrimination / Harassment
Director of Human Resources
Drury University
900 North Benton Avenue
Burnham Hall – Room 107
Springfield, MO 65802
417-873-7854
ssiebert@drury.edu

Deputy Coordinator - Non-Discrimination / Harassment
Associate V.P. for Academic Affairs-Operations
900 North Benton Avenue
Burnham Hall – Room 204
Springfield, MO 65802
417-873-7473

Deputy Coordinator - Non-Discrimination/Harassment
V.P. for Student Affairs / Dean of Students
Drury University
900 North Benton Avenue
Findlay Student Center – Room 201
Springfield, MO 65802
417-873-7215
tjulian@drury.edu

Deputy Coordinator – Non-Discrimination/Harassment
Chief of Staff
Drury University
900 North Benton Avenue
Burnham Hall – Room 103
Springfield, MO 65802
417-873-6829
ajones11@drury.edu

Any employee or student who believes he or she has been subjected to discrimination or harassment on the basis of a protected class may initiate a complaint by filing a written complaint with the Coordinator - Non-Discrimination/Harassment detailing: (1) the date(s) and time(s) of the alleged conduct; (2) the names of all persons involved in the alleged conduct, including possible witnesses; (3) pertinent facts of the incident; and contact information for the complainant so that the University may follow up appropriately. If the complaint is to be filed against the Coordinator then the complaint should be filed with one of the Deputy Coordinators specified above.

Administrators, supervisors and faculty members who receive a report or complaint of discrimination or harassment, or witness what they perceive to be discrimination or harassment, are mandated to immediately report such information to the Coordinator - Non-Discrimination/Harassment. Staff members and students who witness what they perceive to be discrimination or harassment, or
receive other information regarding an incident of discrimination or harassment, are encouraged to report such information to the Coordinator - Non-Discrimination/Harassment.

Complaints of discrimination and/or harassment on the basis of disability, age, sex, race, color, or national origin may also be filed with the U.S. Department of Education, Office for Civil Rights, One Petticoat Lane, 1010 Walnut, Suite 320, Kansas City, Missouri 64106, (816) 268-0550.

IV. Good Faith Complaints
Good faith complaints of discrimination and harassment will be investigated under these procedures. However, knowingly making a false complaint or report is prohibited, and those who do so will be subject to disciplinary action.

V. Non-Retaliation
Employees and students can make good faith reports and complaints about discrimination and harassment without fear of reprisal. Retaliation by any person against a person filing a complaint, making a report, or participating in an investigation is absolutely prohibited and will result in disciplinary action.

VI. Confidentiality
The University endeavors to maintain confidentiality with respect to the complaint and investigation to the degree that it can be maintained while conducting a thorough investigation, but the University may be hindered in its ability to investigate a complaint if the person bringing the complaint requests complete confidentiality.

To enable confidentiality, those processing the complaint and all parties to the investigation must maintain the confidentiality of information obtained during a complaint, including the name of the person who filed the complaint and other information received during the processing of the complaint.

VII. Investigation
Drury University will thoroughly and promptly investigate all complaints of discrimination and harassment. The investigation will be governed by the forthcoming procedures.

A. Commencement of the Investigation
After receiving the complaint, the Coordinator - Non-Discrimination/Harassment will give a copy of the complaint to the appropriate Deputy Coordinator (as appropriate depending on whether the respondent is a student, staff member or faculty member) (“Investigating Officer”) who will review the complaint and commence an investigation as soon as practicable but not later than seven (7) days after the complaint is made. During the course of the investigation, the Investigating Officer may consult with appropriate University personnel and outside counsel.

B. The Content of the Investigation
During the investigation, the complainant will have the opportunity to describe his or her allegations and present supporting witnesses or other evidence. The respondent will have the opportunity to respond to the allegations and present supporting witnesses or other evidence. The Investigating Officer will review the statements and evidence presented and may, depending on the circumstances, interview others with relevant knowledge, review documentary materials, and take any other appropriate action to gather and consider information relevant to the complaint. All parties and
witnesses involved in the investigation are expected to cooperate and provide complete and truthful information.

During these conversations with the complainant and respondent, informal resolution methods may be considered and discussed but the complainant is not required to accept any informal resolution. If an informal resolution is reached, it will be documented and signed by both parties and the matter will be deemed resolved.

If the complaint is not resolved informally and the Investigating Officer determines there are genuinely disputed material facts requiring resolution, an evidentiary hearing will be held before a panel of three hearing officers selected by the Investigating Officer. The hearing officers will be chosen from a pool of faculty members and staff designated by the President. When a faculty member is the respondent, the three hearing officers will all be faculty members as well. When a staff member is the respondent, at least two of the hearing officers must be staff members. When a student is the respondent, at least one of the hearing officers must be a faculty member. The panel shall select one of its members to preside over the hearing. The Investigating Officer will identify for the panel those genuinely disputed facts requiring resolution. The panel will review the statements and other evidence gathered by the Investigating Officer during the investigation. Both the complainant and respondent will be given an equal opportunity to address the panel. The panel may ask questions of the complainant and respondent, but the complainant and respondent will not be permitted to question each other. In its discretion, the panel may hear live testimony from witnesses, in which case any questioning will be conducted by the hearing panel itself.

The hearing panel shall resolve genuinely disputed material facts under a preponderance of the evidence standard. The hearing panel will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every effort will be made to obtain the most reliable evidence available. The hearing panel will provide a written statement of its findings of fact to the Investigating Officer. If such an evidentiary hearing is held, both the complainant and respondent will have similar and timely access to any information that will be used at the hearing.

C. Non-Attorney Support Person For Cases Involving Students

During the investigation process, both a student complainant and a student respondent may ask a non-attorney support person from the University community to accompany him or her to meetings with the Investigating Officer and to any evidentiary hearing. The support person must be an administrator, faculty member, staff member, or fellow student. In cases involving multiple student complainants or student respondents, the non-attorney support person cannot be another complainant or respondent. The non-attorney support person does not serve as an advocate on behalf of the complainant or respondent, and he or she must agree to maintain the confidentiality of the process.

D. Interim Measures

At any time during the investigation, in consultation with the Coordinator - Non-Discrimination/Harassment, the Investigating Officer may determine that interim remedies or protections for the parties involved or witnesses are appropriate. These interim remedies may include, but are not limited to, separating the parties, placing limitations on contact between the parties, suspending an employee with pay, or making alternative class-placement or workplace arrangements. Failure to comply with the terms of these interim remedies or protections may constitute a separate violation of the Non-Discrimination/Harassment Policy.
E. Findings Of The Investigation

At the conclusion of the investigation, the Investigating Officer will prepare a written report. The written report will explain the scope of the investigation and whether any allegations in the complaint were found to be substantiated by a preponderance of the evidence. The written report will incorporate any findings of fact resulting from an evidentiary hearing.

The preliminary report will be submitted to the Coordinator - Non-Discrimination/Harassment. The Coordinator - Non-Discrimination/Harassment may accept the preliminary report, request to review additional information, including summaries of party/witness statements or other information, or return the preliminary report for further investigation. After the review of the written report is complete, the Coordinator - Non-Discrimination/Harassment will, for both the complainant and respondent, prepare and deliver a written determination of the complaint. The determination will be one of three outcomes:

1. Finding “No Violation”
   If there is a determination that the behavior investigated did not violate the Non-Discrimination/Harassment Policy, both parties will be so informed.

2. Finding “Inappropriate Behavior Not Rising To The Level Of A Violation”
   There may be a determination that the behavior investigated did not violate the Non-Discrimination/Harassment Policy, but was inappropriate, unprofessional, or violated some other University policy. The Coordinator - Non-Discrimination/Harassment may determine that such inappropriate behavior merits discipline, ongoing monitoring, coaching, or other appropriate action. If so, the Coordinator - Non-Discrimination/Harassment may refer the matter to any appropriate administrator, dean or other manager for further proceedings or disciplinary measures consistent with University policy.

3. Finding “Violation”
   If there is a determination that the behavior violated the Non-Discrimination/Harassment Policy, the Coordinator - Non-Discrimination/Harassment, in consultation with any appropriate administrator, dean, or other manager, will determine appropriate corrective and disciplinary action to be taken. In addition, the Coordinator - Non-Discrimination/Harassment will implement reasonable and appropriate measures to ensure that the complainant is not subject to further harassment and to remedy the effects of any discrimination or harassment that may have occurred. Remedial steps may include, but are not limited to, counseling or training, separation of the parties, and/or discipline of the respondent, including written reprimand, suspension, demotion, termination, or expulsion in accordance with University policy. Remedial steps that do not directly affect the respondent shall be redacted from the respondent’s copy of the written summary of findings.

F. Special Procedure Concerning Complaints Against The President, The Coordinator-Non-Discrimination/Harassment, and Administrators Senior To Coordinator - Non-Discrimination/Harassment

If a complaint involves alleged conduct on the part of the University President, the Executive Committee of the Board of Trustees will designate an appropriate person to conduct the investigation required by these procedures. The written report of the investigation will be presented to the Executive Committee of the Board of Trustees, which will prepare and issue the written determination and implement any appropriate and reasonable measures. The determination issued by the Executive Committee of the Board of Trustees is final, unless the President or the complainant provides a written letter of appeal to the full Board of Trustees within ten (10) days of his/her receipt of the Executive
Committee’s written determination and in accordance with Sections VIII.A. and VIII.B., below. The full Board of Trustees will issue a resolution on the matter within twenty-one (21) days and the resolution will be final and not subject to further appeal. The full Board of Trustees shall issue a short and plain, written statement of the resolution of the appeal. The written statement shall be provided to the complainant, the President, and the Coordinator – Non-Discrimination/Harassment within three (3) days of the resolution.

If a complaint involves alleged conduct on the part of the Coordinator - Non-Discrimination/Harassment or any administrator senior to the Coordinator - Non-Discrimination/Harassment, the President will designate an appropriate person to conduct the investigation required by these procedures. The written report of the investigation shall be presented to the President, who will appoint three (3) individuals, chosen from the pool of Deputy Coordinators and Investigators, to make a determination and prepare and issue the written determination and implement appropriate and reasonable measures. The resolution issued is final, unless the complainant or respondent provides a written letter of appeal to the Executive Committee of the Board of Trustees within five (5) days of his/her receipt of the written determination and in accordance with Sections VIII.A. and VIII.B. below. The Executive Committee of the Board of Trustees will issue a resolution on the matter within twenty-one (21) days and the resolution will be final and not subject to further appeal. The Executive Committee of the Board of Trustees shall issue a short and plain, written statement of the resolution of the appeal. The written statement shall be provided to the complainant, respondent, and the Coordinator - Non-Discrimination/Harassment within three (3) days of the resolution. If the Coordinator - Non-Discrimination/Harassment is the respondent, a copy of the resolution should also be given to one of the Deputy Coordinators to ensure it is properly filed.

G. **Timing Of The Investigation**

The University will endeavor to conclude its investigation and resolution of the complaint within sixty (60) days of receiving it. Both the complainant and the respondent will be given periodic updates regarding the status of the investigation. If either the complainant or respondent needs additional time to prepare or to gather their witnesses or information, they shall notify the Investigating Officer in writing explaining how much additional time is needed and why it is needed.

H. **Rights Of The Parties**

During the investigation and resolution of a complaint, the complainant and respondent shall have equal rights. They include:

- Equal opportunity to identify and have considered witnesses and other relevant evidence
- Similar and timely access to all information considered by the Investigating Officer and the Coordinator - Non-Discrimination/Harassment in resolving the complaint
- Equal opportunity to review any statements or evidence provided by the other party
- Equal access to review and comment upon any information independently developed by the Investigating Officer
- Equal opportunity to address any hearing panel
VIII. Appeals

A. Grounds For Appeal
The complainant or respondent may appeal the determination of a complaint only on the following grounds:

- The decision was contrary to the substantial weight of the evidence
- There is a substantial likelihood that newly discovered information, not available at the time evidence was presented to the Coordinator - Non-Discrimination/Harassment, would result in a different decision
- These published complaint procedures were not followed and this failure was a substantial factor in the determination against the appealing party
- Bias or prejudice on the part of the Investigating Officer or Coordinator - Non-Discrimination/Harassment, or
- The punishment or the corrective action imposed is disproportionate to the offense

B. Method Of Appeal
Appeals must be filed with the President within five (5) days of receipt of the written determination of the complaint. The appeal must be in writing and contain the following:

- Name of the complainant
- Name of the respondent
- A statement of the determination of the complaint, including corrective action if any
- A detailed statement of the basis for the appeal including the specific facts, circumstances, and argument in support of it, and
- Requested action, if any.

C. Resolution Of The Appeal
The President will appoint an appeal panel, comprised of three (3) individuals selected from the pool of Deputy Coordinators and Investigators, who have no conflict of interest, and have had no involvement in the investigation or adjudication of the relevant complaint. The Appeal Panel will resolve the appeal within ten (10) days of receiving it and may take any and all actions that they determine to be in the interest of a fair and just decision. The decision of the Appeal Panel is final. The Coordinator – Non-Discrimination/Harassment shall issue a short and plain, written statement of the resolution of the appeal. The written statement shall be provided to the complainant and respondent within three (3) days of the resolution of the Appeal Panel.

IX. Documentation
Throughout all stages of the investigation, resolution, and appeal, the Investigating Officer, the Coordinator - Non-Discrimination/Harassment, and the Appeal Panel, as the case may be, are responsible for maintaining documentation of the investigation and appeal, including documentation of all proceedings conducted under these complaint resolution procedures, which may include written findings of fact, transcripts, and audio recordings. When an audio recording is used during an interview, a written summary of the interview is prepared by the Investigators and signed by the interviewee; at such time, the audio recording is destroyed.

X. Intersection With Other Procedures
These complaint resolution procedures are the exclusive means of resolving complaints alleging violations of the Non-Discrimination/Harassment Policy, except those complaints falling under the Title
IX: Sexual Misconduct Policy. To the extent there are any inconsistencies between these complaint resolution procedures and other University grievance, complaint, or discipline procedures, these complaint resolution procedures will control the resolution of complaints alleging violations of the Non-Discrimination/Anti-Harassment Policy.
Title IX-Sexual Misconduct Policy  
*Effective 8-1-13, Rev 2-25-14, Rev 6-1-15, Rev. 9-1-16*

**I. POLICY STATEMENT**
Drury University (the “University”) strives to be a safe, education-oriented and community minded campus that maintains an academic and social environment conducive to intellectual and personal development of students, promotes the safety and welfare of all members of the campus community, and is free of discrimination on the basis of sex. Sex discrimination constitutes a violation of this policy, is unacceptable, and will not be tolerated. Sex discrimination includes discrimination on the basis of pregnancy, gender identity, and failure to conform to stereotypical notions of femininity and masculinity.

Sexual harassment, whether verbal, physical, visual, or digital, is a form of prohibited sex discrimination, and sexual violence is a particularly severe form of sexual harassment. The specific definitions of sexual harassment and sexual violence, including examples of such conduct, are set forth below.

The University’s Sexual Misconduct Policy defines the various forms of sexual misconduct that violate the standards of our community, identifies resources, and outlines the University’s student conduct process, including the outcomes imposed for violations of this policy.

**II. Scope**
This policy applies to all University employees, including staff, faculty, and administrators; students; applicants for employment; customers; third-party contractors; and all other persons that participate in the University’s educational programs and activities, including third-party visitors on campus (the “University Community”). This policy prohibits sex discrimination, sexual harassment, and sexual violence even when the complainant and alleged perpetrator are members of the same sex, and it applies regardless of national origin, immigration status, or citizenship status. The University’s prohibition on sex discrimination and sexual harassment extends to all aspects of its educational programs and activities, including, but not limited to, admissions, employment, academics, housing, athletics, and student services.

The University has jurisdiction over Title IX-related complaints regarding conduct that occurred on campus, during or at an official University program or activity (regardless of location), or off campus when the conduct could create a hostile environment on campus. The University will investigate all complaints made under this policy and, if necessary, take action to prevent the recurrence of sex discrimination and remedy its effects.

**III. Title IX Statement**
It is the policy of the University to comply with Title IX of the Education Amendments of 1972 and its educational programs and activities, which prohibit discrimination based on sex in the University’s educational programs and activities. Title IX and its implementing regulations also prohibit retaliation for asserting claims of sex discrimination.

The following Title IX officers have been appointed from members of the senior staff to ensure that Drury University is in compliance with Title IX, and can be contacted regarding any Title IX issues.
It is the responsibility of the Title IX Coordinator to: (1) receive complaints under this policy; (2) coordinate dissemination of information and education and training programs; (3) assist members of the University Community in understanding that sexual misconduct is prohibited by this policy; (4) answer questions about this policy; (5) ensure that employees and students are aware of the procedures for reporting and addressing complaints of sexual misconduct; and (6) to implement the Complaint Resolution Procedures or to designate appropriate persons for implementing the Complaint Resolution Procedures. The Deputy Coordinators will assist the Title IX Coordinator in carrying out these responsibilities.

A person may also file a complaint of sex discrimination with the United States Department of Education’s Office for Civil Rights regarding an alleged violation of Title IX by visiting www2.ed.gov/about/offices/list/ocr/complaintintro.html or by calling 1-800-421-3481.

IV. Policy Definitions

Sexual Misconduct is an umbrella term covering sex discrimination, sexual harassment, and sexual violence and this term will be used throughout the remainder of this policy and the Complaint Resolution Procedures when collectively referring to these types of conduct.

Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, physical, or visual conduct of a sexual nature when:

- Submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual’s employment or education
- Submission to or rejection of such conduct by an individual is used or threatened to be used as the basis for academic or employment decisions affecting that individual, or
- Such conduct has the purpose or effect of substantially interfering with an individual’s academic or professional performance or creating what a reasonable person would perceive as an intimidating, hostile, or offensive employment, education, or living environment

Examples of sexual harassment include:

- Pressure for a dating, romantic, or intimate relationship
- Unwelcome touching, kissing, hugging, or massaging
- Pressure for sexual activity
- Unnecessary references to parts of the body
• Sexual innuendos or sexual humor
• Obscene gestures
• Sexual graffiti, pictures, or posters
• Sexually explicit profanity
• Asking about, or telling about, sexual fantasies
• Social media use that violates this policy
• Sending sexually explicit emails or text messages
• Sexual violence (as defined below)

**Sexual Violence**

Sexual violence is a form of prohibited sexual harassment. Sexual violence includes physical sexual acts perpetrated against a person’s will or where a person is incapable of giving consent because of his or her temporary or permanent mental or physical incapacity, because he or she is below the minimum age of consent in the applicable jurisdiction, or because of his or her incapacitation due to the use of drugs and/or alcohol.

Some types of sexual violence are described as:

- **Rape or Sexual Assault:**
  Having or attempting to have non-consensual sexual intercourse with another person. Sexual intercourse includes an act of oral, vaginal, or anal penetration, however slight, with an object or body part by any individual upon another person.

- **Sexual Coercion:**
  The use of, or attempt to use, pressure and/or oppressive behavior, such that the application of such pressure or behavior causes the person who is the object of the pressure or behavior to engage in unwelcomed sexual activity. Coercion can take the form of pressure, threats, intimidation, or the use of physical force, either expressed or implied, which places a person in fear of immediate harm or physical injury. Coercion can also take the form of pressure to consume alcohol or other drugs prior to engaging in a sexual act.

- **Sexual Exploitation:**
  An act or acts attempted or committed by a person for sexual gratification, financial gain, or advancement through the abuse or exploitation of another person’s sexuality. Examples include observing individuals without consent, non-consensual audio or videotaping of sexual activity, unauthorized presentation of recordings of a sexual nature, prostituting another person, allowing others to observe a personal consensual sexual act without the knowledge or consent of all involved parties, and knowingly exposing an individual to a sexually transmittable infection or virus without his or her knowledge.

**Consent**

Lack of consent is a critical factor in determining whether sexual violence has occurred. Consent requires an affirmative act or statement by each participant. Consent is not passive.

- Consent to engage in sexual activity must exist from the beginning to end of each instance of sexual activity. Consent consists of an outward demonstration indicating that someone has freely chosen to engage in sexual activity. In the absence of an outward demonstration, consent does not exist. Consent is informed, knowing, and voluntary. Consent is
demonstrated through mutually understandable words and/or actions that clearly indicate a willingness to engage in sexual activity. Consent is not effective if it results from the use of physical force, intimidation, coercion, or incapacitation. If a sexual act is occurring and physical force, intimidation, coercion, or incapacitation develops, there is no longer consent.

- Consent to one form of sexual activity does not imply consent to other forms of sexual activity.
- Being in a romantic relationship with someone does not imply consent to any form of sexual activity.
- Consent to engage in sexual activity may be withdrawn by either party at any time. Withdrawal of consent must also be outwardly demonstrated by words or actions that clearly indicate a desire to end sexual activity. Once withdrawal of consent has been expressed, sexual activity must cease.
- **Incapacitation** is the inability, temporarily or permanently, to give consent, due to mental or physical incapability, unconsciousness, or vulnerability due to drug or alcohol consumption (voluntarily or involuntarily), or for some other reason. Examples of incapacitation may include, but are not limited to, vomiting, being unconscious, or being unable to communicate for any reason.

### Domestic Violence, Dating Violence, and Stalking

The crimes of domestic violence, dating violence and stalking can also constitute sexual misconduct when motivated by a person’s sex. These crimes, no matter the motivation behind them, are a violation of this policy.

- **Domestic Violence:**
  Domestic violence includes felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of a victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse or the victim under the domestic or family violence laws of the jurisdiction […], or by any other person against an adult or youth victim who is protected from that person’s acts under the domestic or family violence laws of the jurisdiction.
  - Missouri’s definition of domestic violence can be found at Mo. Rev. Stat. § 455.010.
  - Under Missouri law, domestic violence also includes the crime of “domestic assault” which can be found at Mo. Rev. Stat. §§ 565.072-565.074.

- **Dating Violence:**
  Dating violence is violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on a consideration of the length of the relationship, the type of the relationship, and the frequency of interaction between the persons involved in the relationship.
  - Missouri law does not specifically define dating violence, but conduct of this nature is covered by Missouri’s definitions of domestic violence and domestic assault.

- **Stalking:**
  A course of repeated non-consensual conduct directed toward another specific person that could be reasonably regarded as likely to alarm, harass, or cause reasonable fear of harm or injury to that person. Stalking may include, but is not limited to, unwelcomed and repeated visual or physical proximity to a
person, repeatedly conveying oral or written threats, extorting money or valuables, threatening physical conduct, or any combination of these behaviors directed at or toward a person.

- Missouri’s definition of stalking can be found at Mo. Rev. Stat. § 455.010 and § 565.225.

- **Cyber-stalking** is a type of stalking in which electronic media, such as internet, social networks, blogs, cell phones, texts, or other similar devices or forms of contact are used to pursue, harass, or to make unwelcomed contact with another person in an unsolicited fashion. Examples of cyber-stalking include, but are not limited to, unwelcomed or unsolicited emails, instant messages, and messages posted on on-line bulletin boards. It also includes, but is not limited to, unsolicited communications about a person, their family, friends, or co-workers, or sending or posting unwelcomed and unsolicited messages with another username.

**V. Reporting incidents of sexual misconduct**

**Employees’ Duty to Report**

All University employees have a duty to report sexual misconduct to the Title IX Coordinator or a Deputy Coordinator when they receive a report of such conduct, witness such conduct, or otherwise obtain information about such conduct. This includes employees who may have a professional license requiring confidentiality if they are not employed by the University in that professional role. Reports should be made by employees as soon as is reasonably possible after such information is obtained. An employee not reporting sexual misconduct, or not reporting in a timely manner, as required by this policy may be disciplined accordingly, up to and including termination.

**Students and Other Persons**

Students and any other persons who wish to report sexual misconduct should file a complaint with the Title IX Coordinator or a Deputy Coordinator. Students should be aware that all employees at the University have an obligation to report sexual misconduct that they become aware of or witness, except those identified later in this section.

An anonymous report can also be made at: [http://falkor.drury.edu/forms/inforeport/inforeport.cfm](http://falkor.drury.edu/forms/inforeport/inforeport.cfm).

However, employees cannot fulfill their reporting obligation by using this anonymous mechanism.

**Confidential Discussions**

If a student or employee victim desires to talk confidentially about his or her situation, there are resources available. The following resource is available to assist you and will not further disclose any identifying information about you, unless otherwise required to do so by law (e.g., if the victim is a minor):

- The University’s Student Counseling Center is available to students. University mental health counselors are bound to professional standards regarding confidentiality, and will not reveal the identity of victims, unless there is an imminent safety concern or as otherwise required by law. Contact information for the Student Counseling Center is as follows: Findlay Student Center, Room 114, (417) 873-7357.

- The University’s Chaplain is available to talk with students and employees. Contact information is as follows: Burnham Hall, Room 211, (417) 873-7231.
**Content of the Complaint**
So that the University has sufficient information to investigate a complaint, the complaint should include: (1) the date(s) and time(s) of the alleged conduct; (2) the names of all person(s) involved in the alleged conduct, including possible witnesses; (3) all details outlining what happened; and (4) contact information for the complainant so that the University may follow up appropriately.

**Timing of Complaints**
The University encourages persons to make complaints of sexual misconduct as soon as possible because late reporting may limit the University’s ability to investigate and respond to the conduct complained of.

**Information Provided to Complainant and Respondent**
A complainant who makes a claim of sexual misconduct to the University will be given a copy of the document titled “Complainant Rights and Options for Recipients of Sexual Misconduct.” This document provides information about this policy and the Complaint Resolution Procedures used to investigate and resolve complaints of sexual misconduct, options for filing complaints with the local police, resources that are available on campus and in the community, etc. A person against whom a complaint has been filed will also be given information about the process.

**Conduct that Constitutes a Crime**
Any person who wishes to make a complaint of sexual misconduct that also constitutes a crime—including sexual violence, domestic violence, dating violence, or stalking—is encouraged to make a complaint to local law enforcement. If requested, the University will assist the complainant in notifying the appropriate law enforcement authorities. **In the event of an emergency, please contact 911.** A victim may decline to notify such authorities.

**Special Guidance Concerning Complaints of Sexual Violence, Domestic Violence, Dating Violence, or Stalking**
If you are the victim of sexual violence, domestic violence, dating violence, or stalking, do not blame yourself. These crimes are never the victim’s fault. When physical violence of a sexual nature has been perpetrated against you, the University recommends that you immediately go to the emergency room of a local hospital and contact local law enforcement, in addition to making a prompt complaint under this policy.

If you are the victim of sexual violence, domestic violence, or dating violence, do everything possible to preserve evidence by making certain that the crime scene is not disturbed. Preservation of evidence may be necessary for proof of the crime or in obtaining a protection order. As necessary to preserve evidence, victims of sexual violence, domestic violence, or dating violence should not bathe, urinate, douche, brush teeth, or drink liquids until after they are examined and, if necessary, a rape examination is completed. Clothes should not be changed. When necessary, seek immediate medical attention at an area hospital and take a full change of clothing, including shoes, for use after a medical examination. It is also important to take steps to preserve evidence in cases of stalking, to the extent such evidence exists. In cases of stalking, evidence is more likely to be in the form of letters, emails, text messages, etc., rather than evidence of physical contact and violence.

Once a complaint of sexual violence, domestic violence, dating violence, or stalking is made, the complainant has several options such as, but not limited to:
- Contacting parents or a relative
• Seeking legal advice
• Seeking personal counseling (always recommended)
• Pursuing legal action against the perpetrator
• Pursuing disciplinary action through the University
• Requesting that no further action be taken
• Requesting further information about the University’s policy and procedures for addressing sexual misconduct
• Requesting further information about available resources

Vendors, Contractors, and Third-Parties
This policy applies to the conduct of vendors, contractors, and third parties. Members of the University Community who believe they have been subject to sexual misconduct in violation of this policy by a vendor, contractor, or other third party can make a complaint in the manner set forth in this section.

Retaliation
It is a violation of this policy to retaliate against any member of the University Community who reports or assists in making a complaint of sexual misconduct or who participates in the investigation of a complaint in any way. Persons who believe they have been retaliated against in violation of this policy should make a complaint in the manner set forth in this section.

Protecting the Complainant
Pending final outcome of an investigation in accordance with the Complaint Resolution Procedures, the University will take steps to protect the complainant from further discrimination or harassment. This may include assisting and allowing the complainant to change his or her academic, living, transportation, or work situation, to the extent that the University has control over these environments, if options to do so are reasonably available and upon request of the complainant. Such changes may be available regardless of whether the victim chooses to report the crime to the University’s Department of Safety & Security or local law enforcement. Requests to change an academic, living, transportation, or work situation, or for any other protective measure, should be made to the Title IX Coordinator.

If a complainant has obtained an ex parte order of protection, full order of protection, or any other temporary restraining order or no contact order against the alleged perpetrator from a criminal, civil, or tribal court, the complainant should provide such information to the Title IX Coordinator. The University will take all reasonable and legal action to implement the order.

Amnesty
The University recognizes that an individual who has been drinking alcohol or using drugs may be hesitant to report sexual misconduct. To encourage reporting, the University will not take disciplinary action for drug or alcohol use against an individual reporting sexual misconduct, either as the complainant or as a witness, provided that these conduct violations did not and do not place the health or safety of any other person at risk. The University may, however, require the reporting individual to attend a course or pursue other educational interventions related to alcohol and drugs.

The University’s commitment to amnesty in these situations does not prevent action by police or other legal authorities against an individual who has illegally consumed alcohol or drugs.
Bad Faith Complaints
While the University encourages all good faith complaints of sexual misconduct, the University has the responsibility to balance the rights of all parties. Therefore, if the University’s investigation reveals that a complaint was knowingly false, the complaint will be dismissed and the person who filed the knowingly false complaint may be subject to discipline.

VI. Investigation and Privacy
All complaints of sexual misconduct will be promptly and thoroughly investigated in accordance with the Complaint Resolution Procedures, and the University will take disciplinary action where appropriate. The University will make reasonable and appropriate efforts to preserve an individual’s privacy and protect the confidentiality of information when investigating and resolving a complaint, and all reports of sexual misconduct will be handled in confidence to the extent allowed by law. However, because of laws related to reporting and other state and federal laws, the University cannot guarantee confidentiality to those who make complaints.

In the event a complainant requests confidentiality or asks that a complaint not be investigated, the University will take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a complainant insists that his or her name not be disclosed to the alleged perpetrator, the University’s ability to respond may be limited. The University reserves the right to initiate an investigation despite a complainant’s request for confidentiality in limited circumstances involving serious or repeated conduct or where the alleged perpetrator may pose a continuing threat to the University Community.

Further, if a report of sexual misconduct discloses an immediate threat to the University campus community, where timely notice must be given to protect the health or safety of the community, the University may not be able to maintain the same level of confidentiality. Immediately threatening circumstances include, but are not limited to, reported incidents of sexual misconduct that included the use of force, a weapon, or other circumstances that represent a serious and ongoing threat to students, faculty, staff, or visitors.

The appropriate Deputy Coordinator, in collaboration with the Title IX Coordinator and Director of Safety and Security, is responsible for evaluating requests for confidentiality.

VII. Resolution
If a complaint of sexual misconduct is found to be substantiated, the University will take appropriate corrective and remedial action to prevent the recurrence of the conduct and correct its discriminatory effects. Students and employees found to be in violation of this policy will be subject to discipline up to and including written reprimand, probation, suspension, demotion, termination, or expulsion. Affiliates and program participants may be removed from University programs and/or prevented from returning to campus. Remedial steps may also include counseling for the complainant, academic, transportation, work, or living accommodations for the complainant, separation of the parties, and training for the respondent and other persons.

VIII. Faculty and staff standards

Academic Freedom
While the University is committed to the principles of free inquiry and free expression, sexual misconduct is neither legally protected expression nor the proper exercise of academic freedom.
Relationships with Students
Members of the faculty or staff at the University shall not engage in amorous or sexual relations with, or make amorous or sexual overtures to any student over whom he or she holds a position of authority with regard to academic or administrative judgments and decisions.

Employee Relationships
The university prohibits supervisors and managers from dating or otherwise entering into a personal relationship with any subordinate or any employee reporting to that supervisor or manager. Such relationship can become disruptive to the work environment, create a conflict or the appearance of a conflict of interest, and lead to charges of favoritism, discrimination, and claims of indirect sexual harassment.

IX. Resources and Support
Drury University offers non-judgmental support and resources to any party involved in a sexual misconduct incident. Please contact the Title IX Coordinator or a Deputy Coordinator for more information about available resources and accessing those resources.

X. Education
Because the University recognizes that the prevention of sexual misconduct, as well as domestic violence, dating violence, and stalking, is important, it offers educational programming to a variety of groups such as: campus personnel; incoming students and new employees participating in orientation; and members of student organizations. Among other elements, such training will cover relevant definitions, procedures, and sanctions; will provide safe and positive options for bystander intervention; and will provide risk reduction information, including recognizing warning signs of abusive behavior and how to avoid potential attacks. To learn more about education resources, please contact the Title IX Coordinator.

Sexual Misconduct Complaint Resolution Procedures
I. General Principles
Applicability
These Complaint Resolution Procedures apply to the resolution of all reports under the Sexual Misconduct Policy. They apply to the resolution of complaints against students, faculty, administrators, staff, and third parties, and they are the exclusive means of resolving complaints of sexual misconduct.

Administration
For purposes of these Complaint Resolution Procedures, “Deputy Coordinator” means the appropriate Deputy Coordinator depending on the status of the respondent. “Investigators” refers to one or more individuals from a trained pool of employees who have been assigned to investigate a particular complaint. “Title IX Team” refers to the individuals serving as the Coordinator, Deputy Coordinators, or Investigators.

Promptness, Fairness and Impartiality
These procedures provide for prompt, fair, and impartial investigations and resolutions. The Title IX Coordinator, Deputy Coordinators, and Investigators shall discharge their obligations under these Complaint Resolution Procedures fairly and impartially. If any individual involved in the administration of these procedures determines that he or she cannot apply these procedures fairly and impartially because of the identity of a complainant, respondent, or witness, or due to any other conflict of interest, another appropriate individual shall be designated to administer these procedures.
Training
These procedures will be implemented by officials who receive annual training on the issues related to sexual misconduct, domestic violence, dating violence, and stalking and how to conduct an investigation that protects the safety of victims and promotes accountability.

II. Preliminary Matters Related to the Investigation and resolution of a Complaint

Timing of the Investigation
The University will endeavor to conclude its investigation and resolution of the complaint within sixty (60) calendar days of receiving it. Both the complainant and the respondent will be given periodic updates regarding the status of the investigation. If either the complainant or respondent needs additional time to prepare or to gather their witnesses or information, they shall notify the Investigators in writing explaining how much additional time is needed and why it is needed. The Investigators shall respond to any such request within three (3) days.

Informal Resolution
Informal means of resolution, such as mediation, may be used in lieu of the formal investigation and determination procedure. The following standards apply to any informal resolution method that is utilized:

- Can only be used with the complainant’s voluntary cooperation and the involvement of the Title IX Coordinator
- The complainant will not be required to work out the problem directly with the respondent
- Either party may terminate the informal process at any time and elevate the complaint to the formal investigation procedures described below
- Informal means, even on a voluntary basis, will not be used to resolve complaints alleging any form of sexual violence

Interim Measures
At any time during the investigation, the Deputy Coordinator, in consultation with the Title IX Coordinator, may determine that interim remedies or protections for the parties involved or witnesses are appropriate. These interim remedies may include separating the parties, placing limitations on contact between the parties, suspension, or making alternative class-placement or workplace arrangements. Failure to comply with the terms of these interim remedies or protections may constitute a separate violation of the Sexual Misconduct Policy.

Support Person/Advisor
During the investigation process, both a complainant and a respondent may ask a support person/advisor to accompany him or her at all stages of the process. In cases involving multiple complainants or respondents, the support person/advisor cannot be another complainant or respondent. The support person/advisor does not serve as an advocate on behalf of the complainant or respondent, may not be actively involved in any proceedings, and must agree to maintain the confidentiality of the process. A support person/advisor may be removed if he or she becomes disruptive or does not abide by the limitations discussed in the previous sentence.

Pending Criminal Investigation
Some instances of sexual misconduct may also constitute criminal conduct. In such instances, the complainant is also encouraged to file a report with the appropriate law enforcement authorities and, if requested, the University will assist the complainant in doing so. The pendency of a criminal
investigation, however, does not relieve the University of its responsibilities under Title IX. Therefore, to the extent doing so does not interfere with any criminal investigation, the University will proceed with its own investigation and resolution of the complaint.

Rights of the Parties
During the investigation and resolution of a complaint, the complainant and respondent shall have equal rights. They include:

- Equal opportunity to identify and have considered witnesses and other relevant evidence
- Similar and timely access to all information considered by the Investigators
- Equal opportunity to review any statements or evidence provided by the other party
- Equal access to review and comment upon any information independently developed by the Investigators
- Equal opportunity to appeal determinations pursuant to Section IV, below

III. Process for Investigating Reports of Sexual Misconduct

Commencement of the Investigation
Once a complaint is made, the Title IX Coordinator will commence the investigatory process as soon as practicable, but not later than seven (7) days after the complaint is made. The parties will be notified of any delays to the commencement of the process. The Title IX Coordinator will meet with the Deputy Coordinator, and they will analyze the complaint to ensure it involves conduct covered by this policy, notify the respondent that a complaint has been filed, and assign Investigators. If it is determined that the complaint does not involve conduct covered by this policy, the matter will be referred to another University official and addressed via the appropriate process.

The purpose of the investigation is to determine whether it is more likely than not that the alleged behavior occurred and, if so, whether it constitutes sexual misconduct. During the course of the investigation, the Title IX Coordinator, Deputy Coordinator, and Investigators may receive counsel from University administrators, the University’s attorneys, or other parties as needed.

In certain narrow circumstances, an investigation may be commenced even if the complainant requests that the matter not be pursued. In such a circumstance, the Title IX Coordinator, Deputy Coordinator, and Investigators will take all reasonable steps to investigate and respond to the matter in a manner that is informed by the complainant’s articulated concerns.

Content of the Investigation
During the investigation, the complainant will have the opportunity to describe his or her allegations and present supporting witnesses or other evidence. The respondent will have the opportunity to respond to the allegations and present supporting witnesses or other evidence. The Investigators will review the statements and evidence presented and may, depending on the circumstances, interview others with relevant knowledge, review documentary materials, and take any other appropriate action to gather and consider information relevant to the complaint. All parties and witnesses involved in the investigation are expected to cooperate and provide complete and truthful information.

At the conclusion of each interview during the investigation, the Investigators will prepare a written summary of the interview. The interviewee, whether it be the complainant, respondent, or third-party witness, will have an opportunity to review the written summary, discuss any adjustments that he or she believes should be made, and provide a signature confirming the content of the written summary and allowing it to be shared with other appropriate individuals during the course of the investigation.
Resolution
At the conclusion of the investigation, the Investigators will prepare a written investigation report. The written investigation report will explain the scope of the investigation, including parties and witnesses involved and evidence reviewed, identify findings of fact, and make a recommendation as to whether any allegations in the complaint were found to be substantiated by a preponderance of the evidence. The written investigation report and any evidence reviewed during the investigation will be given to the Title IX Coordinator and Deputy Coordinator for a determination on the matter. Upon review of the written investigation report and discussions with the Investigators, the Title IX Coordinator and Deputy Coordinator may conclude that additional investigatory measures are needed. In such cases, the written investigation report will be returned to the Investigators, the investigation will continue, and the written investigation report may be modified following the additional investigatory measures.

Following a sufficient investigation and written investigation report being provided, the Title IX Coordinator and Deputy Coordinator will make a determination as to whether sexual misconduct occurred, and issue a Notice of Findings Letter and, if necessary, include in the Notice of Findings Letter those steps necessary to maintain an environment free from discrimination and harassment and to protect the safety and well-being of the complainant and other members of the University Community. Such actions will also include reasonable steps to correct the effects of such conduct on the complainant and others and to prevent the recurrence of discrimination, harassment, and retaliation. Examples of such action include: no-contact orders, classroom reassignment, the provision of counseling or other support services, training, and discipline for the perpetrator, including up to termination, expulsion, or other appropriate institutional sanctions.

In the Notice of Findings Letter, the complainant and respondent will be offered the opportunity to meet with the Coordinator and/or Deputy Coordinator individually within three days of the date of the Notice of Findings Letter to discuss the outcome of the investigation, any sanctions and remedial measures that will be imposed, and appeal rights. The three (3) day timeframe may be extended when there are unavoidable scheduling conflicts.

If necessary, the version of the Notice of Findings Letter provided to the complainant and/or respondent will be redacted to ensure that information concerning any remedial and/or disciplinary measures is disclosed in a manner consistent with Title IX, the Family Educational Rights and Privacy Act (“FERPA”), and the Clery Act, as explained by the April 4, 2011 Dear Colleague Letter issued by the U.S. Department of Education, available at http://www2.ed.gov/about/offices/list/ocr/letters/colleague-201104.pdf.

The Notice of Findings Letter drafted by the Title IX Coordinator and Deputy Coordinator shall be final subject only to the right of appeal set forth in Section IV, below.

Special Procedure Concerning Complaints Against the President, the Title IX Coordinator, or other Administrators Senior to the Title IX Coordinator
If a complaint involves alleged conduct on the part of the University’s President, the Executive Committee of the University’s Board of Trustees will designate an appropriate person to conduct the investigation required by these procedures. The written report of the investigation will be presented to the Executive Committee of the Board of Trustees, which will prepare and issue the written determination and implement any appropriate and reasonable measures. The determination issued by the Executive Committee of the Board of Trustees is final, unless the President or the complainant provides a written letter of appeal to the Full Board of Trustees within five (5) days of his/her receipt of
the Executive Committee’s written determination and in accordance with Section IV, below. The full Board of Trustees will issue a resolution on the matter within twenty-one (21) days and the resolution will be final and not subject to further appeal. The full Board of Trustees shall issue a short and plain, written statement of the resolution of the appeal. The written statement shall be provided to the complainant, the President, and the Title IX Coordinator within three (3) days of the resolution.

If a complaint involves alleged conduct on the part of the Title IX Coordinator or any administrator senior to the Title IX Coordinator, the President will designate an appropriate person to conduct the investigation required by these procedures. The written report of the investigation shall be presented to the President, who will appoint three (3) members of the Title IX Team, who have no conflict of interest, to review the investigation report, make a determination, and prepare and issue the written determination and implement appropriate and reasonable measures. The resolution issued by the Title IX Team is final, unless the complainant or respondent provides a written letter of appeal to the Executive Committee of the Board of Trustees within five (5) days of his/her receipt of the Title IX Team’s written determination and in accordance with Section IV, below. The Executive Committee of the Board of Trustees will issue a resolution on the matter within twenty-one (21) days and the resolution will be final and not subject to further appeal. The Executive Committee of the Board of Trustees shall issue a short and plain, written statement of the resolution of the appeal. The written statement shall be provided to the complainant, respondent, and the Title IX Coordinator within three (3) days of the resolution. If the Title IX Coordinator is the respondent, a copy of the resolution should also be given to one of the Deputy Coordinators to ensure it is properly filed.

IV. Appeals
Grounds for Appeal
The complainant or respondent may appeal the determination of a complaint only on the following grounds:

- There is a substantial likelihood that newly discovered information, not available at the time evidence was presented to the Title IX Coordinator and Deputy Coordinator, would result in a different decision
- There was a procedural error significant enough to call the outcome into question
- There was a clear error in factual findings
- Bias or prejudice on the part of the Title IX Coordinator, Deputy Coordinator, or Investigators, or
- The punishment or the corrective action imposed is disproportionate to the offense

Method of Appeal
Appeals must be filed with the President within five (5) days of receipt of the written report determining the outcome of the complaint. The appeal must be in writing and contain the following:

- Name of the complainant
- Name of the respondent
- A statement of the determination of the complaint, including corrective action if any
- A detailed statement of the basis for the appeal including the specific facts, circumstances, and argument in support of it, and
- Requested action, if any
Resolution of the Appeal
The President will appoint an Appeal Panel, comprised of three (3) members of the Title IX Team, who have no conflict of interest, and have had no involvement in the investigation or adjudication of the relevant complaint. The Appeal Panel will resolve the appeal and inform the Title IX Coordinator of their decision within ten (10) days of receiving it and may take any and all actions that they determine to be in the interest of a fair and just decision. The decision of the Appeal Panel is final. The Title IX Coordinator shall issue a short and plain, written statement of the resolution of the appeal, including any changes made to the previous Notice of Findings and any sanctions or remedial measures imposed. The Title IX Coordinator’s written statement shall be provided to the complainant and respondent within three (3) days of the resolution of the Appeal Panel.

V. Documentation
Throughout all stages of the investigation, resolution, and appeal, the Title IX Team members as the case may be, are responsible for maintaining documentation of the investigation and appeal, including documentation of all proceedings conducted under these Complaint Resolution Procedures, which may include written findings of fact, transcripts, and audio recordings. When an audio recording is used during an interview, a written summary of the interview is prepared by the Investigators and signed by the interviewee; at such time, the audio recording is destroyed.

VI. Intersection With Other Procedures
These complaint resolution procedures are the exclusive means of resolving complaints alleging violations of the Sexual Misconduct Policy. To the extent there are any inconsistencies between these complaint resolution procedures and other University grievance, complaint, or discipline procedures, these complaint resolution procedures will control the resolution of complaints alleging violations of the Sexual Misconduct Policy.
Residential Plan Refund Policy

Housing Contract Cancellation – Withdrawal or enrollment change
A housing contract is cancelled if the resident will no longer be a full-time graduate student or be enrolled in a graduate course during the contract period. If the enrollment change occurs prior to move-in, the student will not be charged for room and board. If the enrollment change occurs on or after move-in, refunds of room and board charges are not generally granted for the semester that is in progress. Appeals to the no-refund policy should be directed to the vice president for student affairs.

Housing Contract Cancellation – Exempting after a contract is signed
Once a student has signed a housing contract, if they hope to cancel it but remain a full-time graduate student, they must file a Request for Exemption with supporting documents. Assuming the exemption is approved and the contract is cancelled, the student will be responsible for cancellation fees and other charges per the schedule below. Additionally, students who have a residential grant will lose that award if their contract is cancelled. Other financial aid awards may be reduced as well, as the cost of attendance may go down for students who are granted permission to commute. Prior to submitting exemption paperwork, students should contact Financial Aid to learn how cancelling a housing contract will affect the financial award package.

Current Students – Those with academic year housing contracts or fall-only contracts
If a 2018-19 Request for Exemption is received on or before the exemption deadline (April 4, 2018) there is NO contract cancellation fee.

If a 2018-19 Request for Exemption is received after the exemption deadline (April 4, 2018), but prior to fall move-in, the student will be charged a $500 contract cancellation fee.

If a 2018-19 Request for Exemption is received on or after fall move-in and by the add-course deadline (August 31, 2018), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the prorated cost of the fall meal plan

If a 2018-19 Request for Exemption is received after the add-course deadline (August 31, 2018), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the entire cost of the current semester’s meal plan, unless cancellation/move-out occur during Winter Break or between Jan move-in and the Jan meal change deadline (in which case the spring meal plan would be prorated)
- 40% of the remaining room rent for the entire academic year

Newly Admitted Students - Entering Drury at the fall semester with academic year housing contracts or fall-only contracts
If a 2018-19 Request for Exemption is received on or before the exemption deadline (July 31, 2018) there is NO contract cancellation fee.
If a 2018-19 Request for Exemption is received after the exemption deadline (July 31, 2018) but prior to fall move-in, the student will be charged a $500 contract cancellation fee.

If a 2018-19 Request for Exemption is received after fall move-in and by the add-course deadline (August 31, 2018), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the prorated cost of the fall meal plan

If a 2018-19 Request for Exemption is received after the add-course deadline (August 31, 2018), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the entire cost of the current semester's meal plan, unless cancellation/move-out occur during Winter Break or between Jan move-in and the Jan meal change deadline (in which case the spring meal plan will be prorated)
- 40% of the remaining room rent for the entire academic year

**Newly Admitted Students - Entering Drury at the spring semester AND Current students with a spring-only housing contract**

If a 2018-19 Request for Exemption is received on or before the exemption deadline (December 1, 2018), there is NO contract cancellation fee.

If a 2018-19 Request for Exemption is received after the exemption deadline (December 1, 2018), but prior to spring move-in, the student will be charged a $500 contract cancellation fee.

If a 2018-19 Request for Exemption is received on or after spring move-in day and by the course-add deadline (January 25, 2019), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the prorated cost of the spring meal plan

If a 2018-19 Request for Exemption is received after the course-add deadline (January 25, 2019), the student will be charged:
- $500 contract cancellation fee
- the nightly room rate until date of formal check-out
- the entire cost of the spring semester's meal plan
- 40% of the remaining room rent for the entire academic year
Medical Leave/Medical Withdrawal

Students who experience health problems may request a medical leave or medical withdrawal from the university. A medical leave may be requested for an upcoming semester, or up to and until the last day to enroll for the semester. After this date, registered students can request a medical withdrawal from classes up to and until the date that final grades are due.

Such requests must be accompanied by medical documentation from an appropriate medical professional (i.e., M.D., D.O., Psy.D, LPC), indicating that the leave or withdrawal is recommended. Students should note that the preparation of this statement will require their formal consent to release of relevant information from appropriate medical professionals to the university, and for the university to release relevant information, as needed, to those medical professionals.

If a medical withdrawal is approved, the student will be withdrawn from all classes by the registrar and will receive a “W” on their transcript for each class, so that they receive no credit or grade for these courses, leaving their GPA unaffected. Students may not withdraw from selected classes, but only from their entire schedule of coursework.

Students that choose to pursue a medical leave or withdrawal from the university must start the process with the Vice President for Student Affairs and Dean of Students (Room 201, Findlay Student Center). Official withdrawal from the university can also have specific financial and academic implications. It is recommended that students also meet with their academic advisor and the Director of Financial Aid.

Federal and State financial aid regulations do not allow students to be on any type of official leave from the institution, including medical leave, for more than two consecutive semesters or 180 days, without applying for re-admission to the university. Therefore, students who are on leave for more than two semesters will be withdrawn from the university, and must reapply through the Office of Admissions. Remitted students have their financial aid re-evaluated at the time of admission, and follow the Academic Catalog of the year of their readmission, which may change the range of academic programs they may pursue. A student who wishes to return to campus following a medical leave must furnish the appropriate documentation from a medical professional, stating that the student has received the appropriate medical attention and is, in the professional’s opinion, ready to resume studies at the university.

Under certain circumstances, the university may require a student to withdraw from the university for medical reasons, or take a medical leave of absence. Such action is warranted if, in the judgment of a team of professional Drury staff members, the student poses a threat to the lives of others or exhibits behavior that seriously interferes with his or her ability to function and/or with the educational environment and pursuits of others.

Students who would like to pursue a medical withdrawal or medical leave should start the process with the Dean of Students. Official withdrawal from the university can also have specific academic and financial implications. Drury University recommends that students who wish to pursue a withdrawal or leave of absence should consult with their academic advisor and the Financial Aid Office to better understand his or her individual situation.
Campus Alcohol Policy

Drury University is a safe, education-oriented and community-minded campus that maintains an academic and social environment conducive to the intellectual and personal development of students and promotes the safety and welfare of all members of the campus community. Drury University prohibits the abuse of alcohol by its students, employees and citizens. Drury University will cooperate with authorities in the enforcement of all applicable laws.

The unlawful possession, use or distribution of alcohol by Drury students, university employees or Drury citizens is prohibited on university-owned or -controlled property, in conjunction with university-sponsored or -supervised activities, or at any activity or event that an observer would associate with Drury students, university employees or Drury citizens.

This policy has been established to protect the integrity of the educational experience, encourage positive behavior and enhance the community commitment of Drury students, university employees or Drury citizens.

Individual Regulations

1. **Hard Alcohol:** Hard alcohol is not permitted on the Drury University campus. This includes all pre-packaged beverages that contain hard alcohol, as well as all alcohol energy drinks that contain greater than 5.9 percent alcohol content. Hard alcohol is defined as liquor that has been distilled rather than fermented.

2. **Legal Age Persons:** Students (and/or guests) of legal age (21+) may possess and consume beer and fermented alcoholic beverages ONLY in the privacy of their own residence unit with the door closed. Consumption is allowed in the presence of your roommate. Guests must be of legal age.

3. **Minors in Possession:** Students (and/or guests) under the legal age of drinking shall not buy, drink or possess (hold) alcoholic beverages.

4. **Providing To a Minor:** No students, collectively or individually, may purchase for, serve to or sell alcoholic beverages to any minor.

5. **Intoxication:** Students (and/or guests) shall not act belligerent, exhibit intoxication or be visibly intoxicated.

6. **Personal Rights of Others:** The possession and consumption of alcohol shall not infringe upon the privacy or peace of other individuals.

7. **Mass Consumption:** Items used for the mass consumption of alcohol (beer bongs, kegs, pony kegs, beer balls or other common containers of alcoholic beverages of similar nature) are strictly prohibited.

8. **Drinking Games:** No student shall permit, tolerate, encourage or participate in “drinking games.” The definition of drinking games includes, but is not limited to, the consumption of shots of alcohol or alcoholic beverages, the practice of consuming shots equating to one’s age, “beer pong,” “century club,” “dares” or any other activity involving the consumption of alcohol which involves duress or encouragement related to the consumption of alcohol.

9. **Alcohol Containers:** Empty alcohol containers should be immediately disposed of using proper waste/recycling receptacles. Keeping empty alcohol containers for any reason, including those used for decoration is prohibited.

10. **Glass Bottles:** Alcohol contained in glass bottles should be immediately poured into a plastic cup and the glass bottle should be immediately disposed of using the proper
waste/recycling receptacle. Taking a glass bottle outside is prohibited. Keeping glass bottles for any reason, including those used for decoration, is prohibited.

11. Alcohol in Open Locations: Possession of an open container or consumption of alcoholic beverages in any area other than individual rooms is prohibited. This includes (but is not limited to) Sunderland Field, Drury Lane, Hutchens Field, Harrison Stadium, FSC Fountains, FSC Down-Under area, College Park Common Area, Wallace Hall porch, Smith Hall porch, Sunderland Hall patio and all other academic buildings.

12. Student Organization Funds: Under no circumstances may student organization funding be used to purchase alcohol.

13. Greek Organizations: Greek organizations, including students residing in the Fraternity Quadrangle, are required to follow the Fraternal Information and Programming Guidelines (FIPG) and Drury University Greek Life Policies when planning social events that involve alcohol.

14. O’Reilly Family Event Center: Events held at the O’Reilly Family Event Center, a freestanding auxiliary enterprise, are subject to guidelines and regulations outlined by specific contracted events.

Online Resources
1. Confidential Reporting: Concerned Drury citizens may report possible incidents or information relating to an incident at www.drury.edu/informationreport
2. Drury University Policies and Procedures: Current Drury University Community Standards Policies and Procedures can be found at www.drury.edu/communitystandards
3. Missouri Statutes: Current Missouri statutes can be found at: www.moga.mo.gov

Educational Program Opportunities
In support of this policy, the university shall conduct periodic orientation and educational programs for faculty, students and staff to ensure a healthy academic, social and work environment for all Drury citizens.

Medical Amnesty Policy (“Good Samaritan Clause“)
Because Drury University considers student health and safety of the utmost importance, no student seeking medical treatment for the abuse of alcohol or drugs, or assisting another student in obtaining such treatment, will be subject to university sanctions. Individual students and student organizations are required to seek immediate medical assistance for their members or guests when any health risk is observed, including medical emergencies relating to the use of drugs and alcohol.

Responsibility and Cooperation for Reporting Incidents
Any person who feels that he or she or another person has been the victim of an incident or involved in a questionable situation involving a Drury student, university employee or Drury citizen on Drury property, at any Drury activity or at any activity that an observer would associate with a Drury student, university employee or Drury citizen must immediately report the incident to the appropriate staff member, such as Residence Life staff, Greek Life staff or Security staff or complete the online reporting form at www.drury.edu/informationreport. Drury will investigate all reported incidents and take appropriate action.
Students, university employees and other Drury citizens are required to cooperate fully with any investigation by or at the request of Drury University. Full cooperation is defined as complying with the requests of the university at the time of the incident and throughout the duration of the investigation. These requests include, but are not limited to: being available for formal questioning relating to the incident, releasing relevant information to the university and allowing university officials access to information surrounding the incident which may directly impact the safety and security of Drury students, university employees and other Drury citizens.

Information provided to Drury University during an investigation will not be released to a third-party unless mandated by law. Drury University investigations are for the purposes of Drury University only.

*Alcohol Policy Violation Sanctions*
Sanctions provide a means for the rectification or correction of any damages resulting from inappropriate behavior, protect the excellence of the educational and social environment and assist the individual in leading a healthier lifestyle.

Sanctions may include, but are not limited to:
- Career counseling
- Community service hours
- Counseling
- Disciplinary probation
- Disciplinary suspension from the university
- Educational sanctions
- Fines
- Loss of participation and privileges in campus organizations
- Parent notification
- Peer mentoring
- Professional assessment
- Removal or restricted access from campus housing
- Restitution

More sanction information is available online at [www.drury.edu/communitystandards](http://www.drury.edu/communitystandards).
Campus Drug Policy
Drury University is a safe, education-oriented and community-minded campus that maintains an academic and social environment conducive to intellectual and personal development of students and promotes the safety and welfare of all members of the campus community. Drury University prohibits the use and abuse of drugs by its students, employees and citizens. Drury University will cooperate with authorities in the enforcement of all applicable laws.

Drury prohibits the use, possession, distribution and manufacturing of illegal drugs and paraphernalia by its students, employees and citizens. The abuse of prescription drugs and drug-like substances will be treated the same as the use of illegal drugs.

The unlawful possession, use or distribution of drugs by Drury students, university employees or Drury citizens is prohibited on university-owned or -controlled property, in conjunction with university-sponsored or -supervised activities, or at any activity or event that an observer would associate with Drury students, university employees or Drury citizens.

This policy has been established to protect the integrity of the educational experience, encourage positive behavior and enhance the community commitment of Drury students, university employees or Drury citizens.

In accordance with the Federal Drug-Free Schools and Communities Act Amendments of 1989, Drury University is required to establish a drug and alcohol prevention policy for its students and employees. A biennial review of this program will be done to determine its effectiveness, to implement changes to the policy if they are needed and to ensure that the university’s disciplinary sanctions are consistently enforced.

Drury University provides Drug Policy information as listed online at www.drury.edu/communitystandards.

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2. Drury University Policies and Procedures:
   Current Drury University Community Standards Policies and Procedures can be found at www.drury.edu/communitystandards
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   Current Missouri statutes can be found at: www.moga.mo.gov

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Because Drury University considers student health and safety of the utmost importance, no student seeking medical treatment for the abuse of alcohol or drugs, or assisting another student in obtaining
such treatment, will be subject to university sanctions. Individual students and student organizations are required to seek immediate medical assistance for their members or guests when any health risk is observed, including medical emergencies relating to the use of drugs and alcohol.

Responsibility and Cooperation for Reporting Incidents
Any person who feels that he or she or another person has been the victim of an incident or involved in a questionable situation involving a Drury student, university employee or Drury citizen on Drury property, at any Drury activity or at any activity that an observer would associate with a Drury student, university employee or Drury citizen must immediately report the incident to the appropriate staff member, such as Residence Life staff, Greek Life staff or Security staff, or complete the online reporting form at www.drury.edu/informationreport.

Drury will investigate all reported incidents and take appropriate action.

Students, university employees and other Drury citizens are required to cooperate fully with any investigation by or at the request of Drury University. Full cooperation is defined as complying with the requests of the university at the time of the incident and throughout the duration of the investigation. These requests include, but are not limited to: being available for formal questioning relating to the incident, releasing relevant information to the university and allowing university officials access to information surrounding the incident which may directly impact the safety and security of Drury students, university employees and other Drury citizens.

Information provided to Drury University during an investigation will not be released to a third-party unless mandated by law.

Drury University investigations are for the purposes of Drury University only.

Drug Policy Violation Sanctions
Sanctions provide a means for the rectification or correction of any damages resulting from inappropriate behavior, protect the excellence of the educational and social environment, and assist the individual in leading a healthier lifestyle.

Sanctions may include but are not limited to:
- Career counseling
- Community service hours
- Counseling
- Disciplinary probation
- Disciplinary suspension from the university
- Educational sanctions
- Fines
- Loss of participation and privileges in campus activities
- Parent notification
- Peer mentoring
- Professional assessment
- Removal or restricted access from campus housing
- Restitution
Certain violations already have standard sanctions in place. The following sanctions are standard for drug policy violations. Drury University reserves the right to modify any standard sanction dependent upon the severity and nature of the violation.

Information regarding Educational Sanctions for Alcohol and Drug Violations can be found in the student life guide or students may contact Tijuana Julian, Executive Vice President-Student Affairs and Dean of Students.
Code of Conduct

Part of the goal of a college education is to grow one’s awareness and appreciation of the ideals of human life, in one’s ability to consider the long run consequences of one’s acts, and the degree to which one can assume responsibility for his or her own actions and way of living. Drury seeks to encourage serious moral thinking by its students and to provide an atmosphere of freedom in which moral autonomy can be developed.

Students are expected to observe minimum standards of conduct designed to ensure maximum freedom for all. Any violation of the Drury University Student Code of Conduct will be managed through disciplinary action, up to and including separation from the university.

1. HARASSMENT: Students shall not harass other students, faculty or staff members.
2. BEHAVIOR: Students shall not behave in a manner that is disruptive to class or other learning experiences.
3. PROPERTY RIGHTS: Drury students shall observe property rights of individuals and institutions. Theft, destruction of property and unauthorized entry are not permitted.
4. HONESTY: Fraud, forgery and failure to honor agreements with the university are not permitted.
5. ACADEMIC INTEGRITY: The highest standards of academic excellence and integrity are expected from all Drury students. Please see Academic Integrity in the Academic Affairs section for more details.
6. PRIVACY: Students shall respect others’ right to privacy.
7. CAMPUS INVOLVEMENT: Students shall respect the right of others to engage in campus activities, to attend meetings, to move freely about the campus and to study.
8. ENDANGERMENT: Students shall not injure or endanger the health of others.
9. ADDRESS REPORTING: Each student is required to report his or her correct Springfield or community address at the time of registration each semester. This reported address must be the student’s actual place of residence. Any change of address must be reported within three days to the Dean of Students Office or to the Registrar’s Office.
10. DEBT TO UNIVERSITY: Any student who incurs debt with the university and fails to make a satisfactory settlement may be dismissed. No student with unsettled debt will be permitted to register for academic work. In addition, the university will not provide any evidence of attendance or any official credentials while the debt remains unsettled.
11. RESPONSE & COOPERATION: Students are required to respond promptly to any summons, identify themselves and cooperate when asked to do so by university officials.
12. GAMBLING: Gambling is prohibited on university property or at any official student function.
13. DRUGS & ALCOHOL: Any illegal use, possession or trafficking of drugs or alcohol is forbidden. Please see Campus Alcohol and Drug policies for more information.
14. COMMUNITY STANDARDS: Drury students shall observe all Drury policies and procedures.
15. CAMPUS HOUSING: Drury students shall observe all Drury Housing and residential regulations.
16. SEXUAL ABUSE & HARASSMENT: Drury University prohibits sexual abuse and/or harassment by its students, employees and citizens.
17. PROTEST: Although the right of peaceful protest within the Drury community is recognized, the university retains the right to assure the safety of individuals, the protection of property and the continuity of the educational process. In order to ensure that the rights of the institution and of all individuals be protected, the following regulations have been established:
a. Picketing within 50 feet of an external access to buildings, interference with entrance to or exit from facilities and interruption of classes or other normal functions of the university exceed permissible limits.

b. Any attempt to control or take over buildings, faculty or administrative offices, or other facilities in any buildings where university space is in use for an authorized function, whether conduct of a class, a public or a private meeting under approved sponsorship, normal administrative or educational functions, or service-related activities (health services, recreational activities or personnel placement) exceed permissible limits. Respect must be accorded any regulations imposed by the person in charge. That is, any requirement to desist from specified activities or to leave the premises must be obeyed. Any regulations imposed are reviewable by the president.

c. At no time is force or violence to be employed, nor should participants in a demonstration or picketing conduct themselves in such a way as to constitute an immediate or potential threat of force or violence against persons or property.

d. Rooms in which instruction, research or study normally take place may be occupied only when assigned through established procedures; however, buildings must be cleared at the normal closing time for each building unless other arrangements are approved in advance.

e. Every student enrolled in the university has the right to be interviewed on campus by any legal organization that desires to recruit at the campus. Any student or group of students has the right to protest against the appearance on campus of any organization, provided the protest does not interfere with any other student's opportunity to have such an interview.

f. The dean of students shall be informed of the time and place of demonstration in advance of any public announcement of plans for a demonstration. Only such limitations on the areas in which demonstrations are held as are reasonably necessary to avoid physical harm or physical conflict between groups of demonstrators may be prescribed. Students also should be advised as to whether their demonstration is consistent with stated regulations.

Drury University is committed to excellence in education and believes that excellence may only be reached in an environment free from sexual harassment. Sexual harassment threatens the careers of students, faculty and staff and undermines the mission of the university.

Drury University affirms that sexual harassment is unacceptable and will not be condoned; the university's intent is to provide an environment for students and employees that is free from sexual harassment.

Off-campus violations of civil law shall be left to the jurisdiction of the appropriate civil authorities. The university reserves the right to prosecute students in the civil courts for on-campus violations of civil law. University authority shall never be used to duplicate the function of civil laws.
Commercial Activity Policy
Drury University is a safe, education-oriented and community-minded campus that maintains an academic and social environment conducive to intellectual and personal development of students and promotes the safety and welfare of all members of the campus community. Drury University prohibits the abuse of commercial activity by its students, employees and citizens.

Drury University will cooperate with authorities in the enforcement of all applicable laws.

The abuse of commercial activity by Drury students, university employees or Drury citizens is prohibited on university-owned or -controlled property, in conjunction with university-sponsored or -supervised activities, or at any activity or event that an observer would associate with Drury students, university employees or Drury citizens.

This policy has been established to protect the integrity of the educational experience, encourage positive behavior and enhance the community commitment of Drury students, university employees or Drury citizens.

Solicitation Guidelines
University facilities are not to be used as a location for the operation of any business or enterprise, including the ongoing sale of any services or products.

Commercial Activity and Vendor Sponsorship Guidelines
The programs and activities of students, campus departments or student organizations can be greatly enhanced by the support of commercial vendors and other off-campus organizations. However, the Drury community and off-campus vendors may have different motives and desires. These guidelines should be followed to ensure the safety of the Drury University community. All commercial activity held on the Drury University campus must have the prior approval of the dean of students office and must be sponsored by a registered student organization or a campus department.

Signing Contracts
The programs and activities of student groups can be greatly enhanced by the support of off-campus vendors. At times, the collaboration of students, student organizations and/or off-campus vendors requires a contract to be signed regarding goods or services provided, price and/or dates for performance or delivery.

Contract Approvals
The dean of students must review all contracts to ensure standard requirements are met. To have your contract reviewed, submit a copy of the contract to the dean of students office. All contracts must be submitted at least three weeks before the event. Student organizations should allow three days for the dean of students to review the contract.

University Involvement
Students do not have the authority to sign any contract on behalf of Drury University or any of its facilities or departments.

If a student or student organization fails to meet its contractual obligations, Drury University will not assume those obligations.
Animals on Campus Policy

SERVICE ANIMAL POLICY GENERAL GUIDELINES
Service animals may accompany students, employees, and visitors with disabilities to Drury University events, activities, and locations with rare exceptions. Local, state, and federal laws regulate the use of service animals at Drury University.

SERVICE ANIMALS: According to the U.S. Department of Justice, service animal means any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the individual’s disability. Examples of work or tasks include, but are not limited to, assisting individuals who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. The crime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship do not constitute work or tasks for the purposes of this definition.

On a case by case basis, Drury University may also permit the use of a housebroken miniature horse by an individual with a disability if the miniature horse has been individually trained to do work or perform tasks for the benefit of the individual with a disability. Persons wishing the University to consider use of a miniature horse should contact the Director of Disability Support Services.

SPECIFIC PROVISIONS - SERVICE ANIMALS
A. Generally, Drury University will permit the use of a service animal by individuals with disabilities. Drury University may ask an individual with a disability to remove a service animal from the premises if (1) the animal is out of control and the animal's handler does not take effective action to control it; or (2) the animal is not housebroken. If a service animal is properly excluded under this provision, the individual with a disability will be given the opportunity to participate in Drury University’s service, program, or activity without having the service animal on the premises.
B. A service animal may be excluded if Drury University makes an individualized assessment based on reasonable judgment and best available objective evidence that the service animal poses a direct threat to the health or safety of others that cannot be mitigated by reasonable modifications.
C. A service animal must be immunized against diseases common to that type of animal.
D. A service animal must be under the control of its handler (e.g., harness, leash, voice control, signals, or other means).
E. Student is responsible for the care, well-being, and supervision of a service animal at all times.
F. An entity shall not ask about the nature or extent of a person's disability, but may make two inquiries to determine whether an animal qualifies as a service animal. An entity may ask: (1) If the animal is required because of a disability and (2) what work or task the animal has been trained to perform. An entity shall not require documentation, such as proof that the animal has been certified, trained, or licensed as a service animal. Generally, a public entity may not make these inquiries about a service animal when it is readily apparent that an animal is trained to do work or perform tasks for an individual with a disability (e.g., the dog is observed guiding an individual who is blind or has low vision, pulling a person’s wheelchair, or providing assistance with stability or balance to an individual with an observable mobility disability).

G. Individuals with disabilities shall be permitted to be accompanied by their service animals in all areas of a public entity’s facilities where members of the public, participants in services, programs or activities, or invitees, as relevant, are allowed to go.

H. A public entity shall not ask or require an individual with a disability to pay a surcharge, even if people accompanied by pets are required to pay fees, or to comply with other requirements generally not applicable to people without pets. If a public entity normally charges individuals for the damage they cause, an individual with a disability may be charged for damage caused by his or her service animal.

SUPPORT ANIMAL ACCOMMODATION POLICY
An emotional support animal is an animal that is necessary to afford a person with a disability an equal opportunity to use and enjoy a dwelling when there is an identifiable relationship or nexus between the person's disability and the assistance the animal provides. In accordance with the Fair Housing Act (FHA), Drury will entertain reasonable requests for emotional support animals in campus housing at least 30 days prior to move-in.

Students seeking to bring an emotional support animal to their residence need to provide Drury's Disability Support Services office (DSS) with appropriate documentation.

- The letter is to be written on official letterhead from a licensed mental health professional (i.e., therapist, psychologist, psychiatrist, licensed clinical social worker, but not a family doctor, not provisionally licensed).
- Letter must state that the student is under treating professional’s care.
- Licensed mental health professional must confirm that the student has a disability or handicap which substantially limits one or more major life activities; a record of such an impairment; or being regarded as having such an impairment.
- Description of how animal is prescribed to alleviate one or more of the symptoms of the student's condition.

The health and safety of our students, faculty, staff, and the emotional support animal is an important concern; therefore, each request for such an accommodation will be made on a case-by-case basis by DSS in conjunction with Housing and the Dean of Students. Residents may request to have no more than one animal due to the confined living space.

When the Director of DSS has determined a qualifying disability exists, he/she will contact the Housing Office. At that time, the Housing Office will schedule a meeting with the student to discuss reasonable accommodations. If the request may be reasonably accommodated and does not fundamentally alter the housing program or community, the Housing Office will provide an agreement that outlines the rules and obligations for having that particular species in campus housing.
After the student has signed the agreement and provided the required veterinary records outlined for that species, the Housing Office will provide written confirmation to the student (and need-to-know offices) that the emotional support animal may reside with the student in his/her assigned bedroom or apartment. An approved emotional support animal [that is not also defined as a service animal] may only be in a student’s private dwelling (assigned bedroom or apartment) and is prohibited in all other campus locations. When being transported out of the room, the animal must be caged or leashed.

Emotional support animals are required to be housebroken, be in good health and vaccinated per all applicable laws, and under adult control at all times. Emotional support animals may not infringe upon the right of other tenants to enjoy their residence (allergies, noise, odor, phobias, scratching, chewing, etc.). More species-specific obligations will be outlined in the emotional support agreement.

Drury may reassign a student to a different housing location to accommodate a request for an emotional support animal. Additionally, if the animal infringes upon the rights of other residents or poses a threat to others, the student may lose the right to have the animal in housing.

A student may request an extension into the next academic year, but must provide updated vaccination/vet records before approval will be granted.

Students should not acquire an animal prior to signing & filing the species-specific agreement to ensure the animal will meet Drury’s parameters, and is not prohibited by law. A student who has an animal in campus housing areas without official Housing Office approval is in violation of our no-pets policy [with the exceptions of a service animal or fish in <10-gallon tank]. In that circumstance, there is an automatic $150 fine assessed to the student’s account.

Additionally, prior to obtaining an animal, students should consider their academic, co-curricular and social commitments to establish how much time and energy is available for animal care/exercise. Consider the animal’s temperament--will the animal be quiet and well-mannered in a small residential space? Students should establish a plan for the financial costs of animal food, medications, supplies, training, grooming, veterinary & emergency care, and off-campus boarding in the event the student must leave town overnight. If the animal does not get along in campus housing or is too difficult to care for who will take the animal? Being mindful of these factors and questions will help ensure a successful match between student and animal.
Personal Rights Policy

Drury is committed to the safety of its students, faculty and other citizens. In order to ensure that the environment at Drury avoids violence and to protect students, faculty and other citizens of our learning community, the following Violence in Higher Education policy applies to all students, faculty, staff, visitors and others who are on the Drury campus or whose communications or actions affect Drury or its students, faculty, staff, visitors and other citizens with any connection to Drury:

- Threats or implied threats of physical violence, physical intimidation in any form and violent behavior by or at the direction of a person are strictly prohibited.
- Possession of any type of weapon on university property, including parking lots and green space, is strictly prohibited unless the individual has university approval through association with a public law enforcement agency, or has registered the weapon with the director of safety and security and has written permission from a vice president or president. In the case of firearms, the policy applies whether or not the weapon is loaded and whether or not it is capable of being fired.
- Any person who feels that he or she or another person has been threatened in any way on Drury property, at any Drury activity or by any person related to Drury in any way must immediately report the threat to the director of safety and security or another member of the administration. Drury will investigate the threat and take appropriate action. Students, faculty and other Drury citizens are required to cooperate fully with any investigation by or at the request of Drury.
- Former employees who left involuntarily or students who have been dismissed from the university or denied admission for reasons other than academic performance are prohibited from Drury property and will constitute as trespassers, unless they are participating in a public university program and have not been requested to depart.

Any violation of this policy will be dealt with through disciplinary action, up to and including separation from the university.
Technology Resources Usage Policy

Drury University is a safe, education-oriented and community-minded campus that maintains an academic and social environment conducive to intellectual and personal development of students and promotes the safety and welfare of all members of the campus community. Drury University prohibits the abuse of technology resources by its students, employees and citizens. Drury University will cooperate with authorities in the enforcement of all applicable laws.

The abuse of technology resources by Drury students, university employees or Drury citizens is prohibited on university owned or -controlled property, in conjunction with university-sponsored or -supervised activities, or at any activity or event that an observer would associate with Drury students, university employees or Drury citizens.

This policy has been established to protect the integrity of the educational experience, encourage positive behavior and enhance the community commitment of Drury students, university employees or Drury citizens.

Responsibility

The use of all computer accounts and resources is the personal responsibility of each account holder. Use of Academic Computing resources must be consistent with institutional policies governing how to conduct one’s self as a member of the community, including policies regarding cheating, plagiarism, harassment and theft. It is the computer user’s responsibility to comply with all general campus and computing policies.

Academic Computing services and resources are made available to support the academic programs and activities of Drury University. Use of these services and resources is a privilege that is not to be abused and may be taken away without prior consent, when required by law or when there is a substantiated reason to believe that violations of law or policy have occurred.

In time-sensitive cases, access may be restricted to meet critical operational needs. Each computer user is responsible for the storage of personal files created on Drury computing facilities. Hard disks will be routinely cleared of files. Under no circumstances will Drury University be held responsible for any files stored on or deleted from its hard disks.

Each computer user is responsible for taking reasonable care for the security of his/her campus account and password. Every user should change his/her password frequently and should not, under any circumstances, give his/her password to another person.

Unacceptable Use of Technology Resources

1. Using computer resources for any purpose unrelated to the mission of the university
2. Using computer facilities for cheating; including unauthorized copying, installation, sending or receiving of programs, assignments or files
3. Sending unsolicited, annoying or obscene messages or mail to another computer or computer user
4. Utilizing a false identity in obtaining or utilizing an e-mail account
5. Displaying adult Web sites (specifically those self-identified as such) or other obscene materials in public labs in view of other users. Such conduct is considered sexual harassment, i.e., an action “that has the purpose or effect of unreasonably interfering
with an individual’s academic or work performance, or creating an intimidating, hostile or offensive academic or work environment” (from the university’s Sexual Harassment Policy Statement)

6. Examining, or attempting to examine, another computer user’s files or mail without explicit permission by the owner of those files or mail

7. Interrupting, hindering or otherwise interfering with the normal operation of the computer labs and network

8. Posting copyrighted text or images on a Web page without the owner’s permission

Intellectual Property
All communications and information accessible via the Internet should be assumed to be copyrighted and should be accessed and re-distributed using regular copyright rules. When sources found on the Internet are cited, the name, date and location of the information must be included. Anyone discovered to be hindering normal operations or making inappropriate use of computing resources will be contacted, and appropriate action will be taken. Upon report of a violation, the user may be denied access to Drury computing facilities. All pertinent information on the alleged violation will be given to the appropriate vice president who will oversee the judicial review process.

The university and its staff shall treat all electronically stored information as confidential, but may examine or disclose information when authorized by the owner of the information, when approved by appropriate vice president, or required by local, state or federal law including, but not limited to, laws regarding harassment, libel and defamation of character.

E-mail Policy Statement and Definition
The official account/address for e-mail communication at Drury University shall be the “@drury.edu” account/address assigned by the university to each member of the community. All official e-mail communication from employees of the university to other members of the university community is sent from and directed to official Drury e-mail accounts. No assurance is given when using non-Drury e-mail accounts. Neither the university nor its personnel make any assurance of delivery or receipt when attempts are made to communicate through a non-Drury e-mail address.

It is the user’s responsibility to keep his/her Drury e-mail account useable. Unattended e-mail accounts accumulate messages and the “box” may rapidly fill at which time incoming e-mail messages are typically lost. Drury is not responsible for failed delivery when a user’s Drury e-mail “box” becomes full. Users are responsible for eliminating enough old messages to keep the “box” active. Old messages can be archived in a way that preserves them without consuming space in the “box.”

The e-mail system at Drury exists to provide a convenient (not necessarily confidential) way of communicating between students, faculty, colleagues and friends. It is expected that Drury computer users will use common courtesy in the use of e-mail. This policy establishes protocol for using Drury e-mail accounts, but it does not preclude any member of the Drury community from having a non-Drury e-mail account or from corresponding with another member of the Drury community at a non-Drury email account.

Unacceptable Use of E-mail
1. Re-posting (forwarding) personal communication, intended to be confidential, without the author’s prior consent
2. “Chain letters,” “broadcasting” messages to lists or individuals and other types of use that would cause congestion of the networks or otherwise interfere with the work of others are not allowed.

3. Anonymous and/or fraudulent posting of e-mail messages

Privacy
1. Electronic mail (e-mail) is a form of public communication and cannot be guaranteed to be private. Messages can be intercepted while in transit through the system. Be discreet.

2. The systems and network administrators have access to all files stored on the university servers. In the course of routine system maintenance, trouble-shooting and mail delivery problem resolution, staff may inadvertently see the content of e-mail messages. However, these individuals are prohibited from accessing personal files except as otherwise stated in this handbook.

Online Resources
1. Confidential Reporting: Concerned Drury citizens may report possible incidents or information relating to an incident at www.drury.edu/informationreport

2. Drury University Policies & Procedures: Current Drury University Community Standards Policies and Procedures can be found at www.drury.edu/communitystandards

Educational Program Opportunities
In support of this policy, the university shall conduct periodic orientation and educational programs for faculty, students and staff to ensure a healthy academic, social and work environment for all Drury citizens.

Responsibility & Cooperation for Reporting Incidents
Any person who feels that he or she or another person has been the victim of an incident or involved in a questionable situation involving a Drury student, university employee or Drury citizen on Drury property, at any Drury activity or at any activity that an observer would associate with a Drury student, university employee or Drury citizen must immediately report the incident to the appropriate staff member, such as Residence Life staff, Greek Life staff or Security staff, or complete the online reporting form at www.drury.edu/informationreport.

Drury will investigate all reported incidents and take appropriate action.

Students, university employees and other Drury citizens are required to cooperate fully with any investigation by or at the request of Drury University. Full cooperation is defined as complying with the requests of the university at the time of the incident and throughout the duration of the investigation. These requests include, but are not limited to: being available for formal questioning relating to the incident, releasing relevant information to the university and allowing university officials access to information surrounding the incident which may directly impact the safety and security of Drury students, university employees and other Drury citizens.

Information provided to Drury University during an investigation will not be released to a third-party unless mandated by law. Drury University investigations are for the purposes of Drury University only.
Computer Resources Usage Policy Violation Sanctions
Sanctions provide a means for the rectification or correction of any damages resulting from inappropriate behavior, protect the excellence of the educational and social environment, and assist the individual in leading a healthier lifestyle.

Sanctions may include but are not limited to:

- Career counseling
- Community service hours
- Counseling
- Disciplinary probation
- Disciplinary suspension from the university
- Educational sanctions
- Fines
- Loss of participation and privileges in campus activities
- Parent notification
- Peer mentoring
- Professional assessment
- Removal or restricted access from campus housing
- Restitution

Violators of this policy will be subject to sanction ranging from official letters of warning and reprimand to disciplinary suspension from the university, according to the severity of the offense.
Degree Programs

Master of Arts in Communication

*Dr. Charles Taylor, Program Director*

Careers in communications are among the most exciting, dynamic and challenging careers in the 21st century. Developments in computers and communication technology, expansion of the global marketplace, growing competition among internal departments and external agencies, a move from a manufacturing-based economy to a service-based one, increase in mergers and acquisitions and an increase in customer demand require organizations to transform how they communicate with customers and publics.

In this environment, the priority is communication, i.e., how an organization controls or influences the communication of everything it does and how it manages the exchanges among its customers and other stakeholders. All organizations—business, government, nonprofit and volunteer—need professional communicators who understand and can apply the theories of communication to the day-to-day practices in their organizations. Preparing students to take their place in this fast-paced world is the goal of the Drury Master of Arts in Communication.

**Learning Outcomes and Assessment**

- **Ethical Commitment:** Graduates will demonstrate understanding of theories of effective and ethical communication and skills of ethical messaging.
- **Conceptual Maturity:** Graduates will demonstrate an understanding of major theoretical and methodological frameworks for the explanation, evaluation and improvement of human communication phenomena.
- **Strategic Vision:** Graduates will demonstrate ability to identify need, analyze opportunities, articulate vision and develop/execute appropriate strategies of integrated marketing communication and organizational leadership in multiple media.
- **Advocacy:** Graduates will demonstrate the ability to write and speak in ways that inspire internal commitment and external belief and action.
- **Performance Measurement:** Graduates will demonstrate the ability to establish and measure key performance metrics, and communicate results to stakeholders.

As no single measure provides sufficient evidence, assessment will be accomplished on project, course and programmatic levels. Each course will have learning objectives that tie to program outcomes, along with demonstration of the relevance of each individual learning experience to accomplishing those objectives. COMM 700 and COMM 701 will function as an integrated capstone experience in which students demonstrate a comprehensive understanding of the appropriate theories applicable to their area of emphasis as well as the ability to implement that theoretical understanding in applied communication projects.

Professional and community partners will actively participate in annual external assessments of current students’ and graduates’ achievement of program learning outcomes and likelihood of future professional and/or scholarly accomplishment.
Internships
A professional internship can give a student an enormous advantage when starting a job search. It can provide real-world experience, a network of contacts, work samples for a portfolio, and a list of professional references. Students must have completed coursework appropriate for the internship experience, and must be able to demonstrate potential benefit from the internship plan. In addition to completing the on-site internship, students will be asked to provide faculty supervisors with weekly reports and to write a reflection paper at the end of the experience.

Master of Arts in Communication
The MA in Communication with emphases in Integrated Marketing Communication and Organizational Leadership and Change requires 30 hours of credit, usually taken in 10 courses. The Integrated Marketing Communication emphasis requires a core of 21 hours (7 courses) required of all students. 9 additional credit hours (3 courses) of electives. The Organizational Leadership and Change emphasis requires a core of 18 credit hours (6 courses) required of all students. 12 additional credit hours (4 courses) of electives. Each elective course can be tailored to meet a student’s individual personal and professional goals when selected in consultation with her/his advisor.

Credit cannot be given for a course for which the student is not registered. Credit cannot be claimed more than once for the same course, with the exception of approved internship course credit.

Integrated Marketing Communication Emphasis
Required Classes: 30 hrs.
COMM 601 Introduction to Graduate Studies in Communication 3 hrs.
COMM 604 Seminar in Communication & Ethics 3 hrs.
COMM 606 Public Relations & Corporate Writing 3 hrs.
COMM 607 Seminar in Organizational Communication 3 hrs.
COMM 636 Integrated Marketing Communications 3 hrs.
COMM 639 Strategic Issues Management 3 hrs.
COMM 700 Integrated Marketing Campaigns 3 hrs.

Organizational Leadership and Change Emphasis
Required Classes: 30 hrs.
COMM 601 Introduction to Graduate Studies in Communication 3 hrs.
COMM 604 Seminar in Communication & Ethics 3 hrs.
COMM 605 Organizational Change 3 hrs.
COMM 607 Seminar in Organizational Communication 3 hrs.
COMM 651 Communication Consulting 3 hrs.
COMM 701 Advanced Organizational Research 3 hrs.

Elective Classes
Students in either area of emphasis may choose electives from among courses required in the other area of emphasis. In addition, students can choose from among the following elective courses. Substitutions and/or elective courses offered by other Drury graduate programs may be approved in consultation with a student’s advisor.

COMM 611 Management & Leadership 3 hrs.
COMM 661 Entrepreneurial Communication 3 hrs.
COMM 675 Independent Study in Communication 3 hrs.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>COMM 682</td>
<td>Social Media Strategy</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>COMM 683</td>
<td>Advanced Social Media Strategy</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>COMM 688</td>
<td>Grant Writing for Social Impact</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>COMM 690</td>
<td>Special Topics</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>COMM 691</td>
<td>Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>COMM 697</td>
<td>Internship</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MNCL 602</td>
<td>Governance and Executive Leadership</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MNCL 603</td>
<td>Fundraising and Philanthropy</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MNCL 666</td>
<td>Social Advocacy</td>
<td>3 hrs.</td>
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<tr>
<td>MNCL 701</td>
<td>Social Impact and Assessment</td>
<td>3 hrs.</td>
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Master in Business Administration

Dr. Jin Wang, Dean of the Breech School of Business Administration

PROGRAM MISSION & GOALS
The MBA program at Drury University is committed to preparing ethical leaders for the global business community. In pursuit of this commitment, our program has the following goals:

1. **Integrative Thought:** Our graduates will demonstrate the ability to incorporate the insights of more than one business discipline in the completion of a task.
2. **Strategic Thought:** Our graduates will demonstrate the ability to critically evaluate a strategy.
3. **Leadership:** Our graduates will demonstrate the ability to incorporate appropriate leadership styles in pursuit of strategic goals.
4. **Teamwork and Communication:** Our graduates will demonstrate the ability to coordinate efforts as members of a team in the pursuit of a common purpose or goal.
5. **Intercultural Competence:** Our graduates will be able to work in cultural contexts outside the United States, with particular attention to culturally bound informational, interpersonal, and analytical dimensions.

PROGRAM OVERVIEW
Drury’s MBA program curriculum consists of a 30 credit hour course requirement, customizable based on students’ needs. In addition to coursework, other program highlights include:

- A weeklong trip to an international business destination as part of the Global Business, New Ventures and Innovations course. Airfare, lodging, and transportation costs for the trip come at no additional cost to students (students who transfer credit into the MBA program will be charged a program fee for this travel between $495 and $1000 depending on the number of hours transferred).

- A mentorship program in which students learn from individuals from the Springfield business community as they build their professional network.

The program can be completed in one year, with options for two to four year sequences also available. All courses take place in the evening.

Prospective students who have not completed their prerequisite coursework may enroll in the Certificate in Business Essentials program, during which students can satisfy all course requirements in a short summer session prior to the fall semester.

ORIENTATION
A unique feature of the Drury MBA program is the requirement that everyone admitted to the program participate in an orientation session, which takes place the weekend prior to the beginning of the fall semester. Orientation activities include course preparation, advising and team-building exercises. Students are required to pay an orientation fee.
PROGRAM ASSESSMENT
Each year the administration of the Breech School of Business conducts an assessment of educational outcomes in the MBA program as measured against the Program Mission and Goals. This assessment includes faculty observation of student performance in the classroom and evaluation of written case analyses.

THE CURRICULUM
Drury’s MBA comprises two parts: the leadership core and electives. The leadership core includes eight courses (24 credit hours) that integrate and represent the major disciplines in business administration.

All MBA students must complete these courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 661</td>
<td>Corporate Investment and Valuation</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 662</td>
<td>Strategic Advantage through Technology and Information</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 664</td>
<td>Corporate Responsibility, Leadership and Ethics</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 671</td>
<td>Strategic Organization and Human Resources Management</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 672</td>
<td>Measuring and Reporting Financial and Statistical Information</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 673</td>
<td>Economics of Strategy</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 674</td>
<td>Understanding and Serving Customers and Markets</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 676</td>
<td>Global Business, New Ventures and Innovation</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

In addition to the leadership core, MBA students complete six hours of elective credit (normally two courses). Elective courses are normally taught during the spring and summer terms.

Electives:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 604</td>
<td>Advanced Auditing</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 615</td>
<td>Entrepreneurial Development</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 654</td>
<td>Cyber Risk Management</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 656</td>
<td>Hacker Tools and Techniques</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 657</td>
<td>IT Legal Issues in Cybersecurity</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 665</td>
<td>Innovation and Entrepreneurship</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 667</td>
<td>Negotiation/Conflict Resolution</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 669</td>
<td>Designing Strategic Teams</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>MBA 690</td>
<td>Selected Topics</td>
<td>3-6 hrs.</td>
</tr>
</tbody>
</table>
Cybersecurity Leadership Certificate

Dr. Jin Wang, Dean of the Breech School of Business Administration

Information security has become a top priority for organizations; consequently, employers are seeking leaders who understand how to protect, detect, defend, and respond to cybersecurity attacks. The Cybersecurity Leadership (CSL) Certificate, a program comprised of four courses totaling 12 credit hours, is designed to prepare professionals for this new role and employment opportunities. The CSL program is designed to serve individuals of all backgrounds – not just CIS majors.

The program can be completed in three semesters (one academic year). Courses include labs and learning experiences that help prepare professionals to secure and defend information systems. In addition to gaining knowledge of the fundamentals of information security, students will also acquire a strong foundation in risk and risk management. Included in the coursework is preparation for the ISACA certification exam.

Six hours of the CSL courses can be counted toward degree completion for the 30-hour MBA degree. Admission into the CSL Certificate program does not guarantee admission into the MBA program. All admission requirements and prerequisites must be met for acceptance into the MBA program.

Required Courses 12 hrs.
MBA 654  Risk Management 3 hrs.
MBA 656  Hacker Tools and Techniques 3 hrs.
MBA 657  IT Legal Issues in Cybersecurity 3 hrs.
Master in Education

Asikaa Cosgrove, Program Director

The School of Education and Child Development offers the following degree programs:

- Master in Education Curriculum and Instruction
- Master in Education Integrated Learning
- Master in Education Instructional Leadership
- Master in Education Instructional Technology
- Master in Education Special Education
- Master in Education Special Reading

MASTER IN EDUCATION
SCHOOL OF EDUCATION & CHILD DEVELOPMENT
The elementary education program and specific secondary content areas at Drury University are approved by the Missouri Department of Elementary and Secondary Education (DESE) (www.dese.mo.gov). The professional education unit has been approved by the Council for the Accreditation of Educator Preparation (CAEP) (http://caepnet.org). The elementary education program is also approved by the Association for Childhood Education International (ACEI) (http://acei.org).

The underlying philosophy of Drury's graduate education program is that teachers, administrators/leaders, and those in the field of human services need professional development, which links current research and theories to best practices in their respective fields.

ENTRY ASSESSMENT AND ADVISING
Students admitted to a graduate education program may be required to attend one orientation meeting either in-person or electronically. The purpose of the orientation meeting is to:

1. provide a general assessment of how the master in education degree program is contributing to the student’s personal and professional development,
2. provide a general framework that explains the program assessment plan, programmatic requirements, and expectations of students at the graduate level,
3. provide an opportunity for the student to meet with his or her graduate advisor to discuss:
   a) personal and professional goals
   b) program of study to complete the master in education degree
   c) possible topics for the capstone seminar research paper, and
4. provide approval of transfer courses.
PROGRAM ASSESSMENT

I. Outcomes Stated as Abilities

The outcomes of the Drury University M.Ed. degree are stated as abilities that students will exhibit when they complete their programs of study. These outcome abilities are directly related to the mission and goals of Drury University. The outcome abilities represent a combination of skills, behaviors, knowledge, values, attitudes, motives or dispositions, and self-perceptions. The outcome abilities are developmental, or teachable, and can be defined in increasing levels of complex elements or processes for learning and assessing performance. The outcome abilities are transferable in that they prepare students for the many roles and settings in which they perform.

The School of Education and Child Development’s (SECD) graduate programs are aligned to the CAEP Standards for Advanced Programs and the Interstate Teacher Assessment and Support Consortium (InTASC) standards.

CAEP Standards for Advanced Programs

Standard A. 1. Content and Pedagogical Knowledge
The provider ensures that candidates for professional specialties develop a deep understanding of the critical concepts and principles of their field of preparation and, by completion, are able to use professional specialty practices flexibly to advance the learning of all P-12 students toward attainment of college- and career-readiness standards.

Standard A. 2. Clinical Partnerships and Practice
The provider ensures that effective partnerships and high-quality clinical practice are central to preparation so that candidates develop the knowledge, skills, and professional dispositions appropriate for their professional specialty field.

Standard A. 3. Candidate Quality and Selectivity
The provider demonstrates that the quality of advanced program candidates is a continuing and purposeful part of its responsibility so that completers are prepared to perform effectively and can be recommended for certification where applicable.

Standard A. 4. Program Impact
The provider documents the satisfaction of its completers from advanced preparation programs and their employers with the relevance and effectiveness of their preparation.

Standard A. 5. Provider Quality Assurance and Continuous Improvement
The provider maintains a quality assurance system comprised of valid data from multiple measures, including evidence of candidates’ and completers’ positive impact on P-12 student learning and development. The provider supports continuous improvement that is sustained and evidence-based, and that evaluates the effectiveness of its completers. The provider uses the results of inquiry and data collection to establish priorities, enhance program elements and capacity, and test innovations to improve completers’ impact on P-12 student learning and development.

More information about the CAEP Standards for Advanced Programs can be found at http://caepnet.org

InTASC Standards

Standard #1: Learner Development
The teacher understands how learners grow and develop, recognizing that patterns of learning and development vary individually within and across the cognitive, linguistic, social, emotional, and
physical areas, and designs and implements developmentally appropriate and challenging learning experiences.

Standard #2: Learning Differences
The teacher uses understanding of individual differences and diverse cultures and communities to ensure inclusive learning environments that enable each learner to meet high standards.

Standard #3: Learning Environments
The teacher works with others to create environments that support individual and collaborative learning, and that encourage positive social interaction, active engagement in learning, and self motivation.

Standard #4: Content Knowledge
The teacher understands the central concepts, tools of inquiry, and structures of the discipline(s) he or she teaches and creates learning experiences that make these aspects of the discipline accessible and meaningful for learners to assure mastery of the content.

Standard #5: Application of Content
The teacher understands how to connect concepts and use differing perspectives to engage learners in critical thinking, creativity, and collaborative problem solving related to authentic local and global issues.

Standard #6: Assessment
The teacher understands and uses multiple methods of assessment to engage learners in their own growth, to monitor learner progress, and to guide the teacher’s and learner’s decision making.

Standard #7: Planning for Instruction
The teacher plans instruction that supports every student in meeting rigorous learning goals by drawing upon knowledge of content areas, curriculum, cross-disciplinary skills, and pedagogy, as well as knowledge of learners and the community context.

Standard #8: Instructional Strategies
The teacher understands and uses a variety of instructional strategies to encourage learners to develop deep understanding of content areas and their connections, and to build skills to apply knowledge in meaningful ways.

Standard #9: Professional Learning and Ethical Practice
The teacher engages in ongoing professional learning and uses evidence to continually evaluate his/her practice, particularly the effects of his/her choices and actions on others (learners, families, other professionals, and the community), and adapts practice to meet the needs of each learner.

Standard #10: Leadership and Collaboration
The teacher seeks appropriate leadership roles and opportunities to take responsibility for student learning, to collaborate with learners, families, colleagues, other school professionals, and community members to ensure learner growth, and to advance the profession.
II. Assessment Techniques
Drury University’s School of Education and Child Development graduate students are assessed in multiple settings within a variety of contexts. As a part of the formal admissions process to the graduate education program, the student completes a self-assessment of professional dispositions, requests approval of transfer coursework, receives academic advising regarding professional goals and the graduate degree program, and is provided guidance in selecting a possible topic/project for EDUC 700: Capstone Seminar. This information is used to help design the remainder of the student’s program of study and becomes a portfolio record of the student’s development over time.

The School of Education and Child Development is nationally accredited by CAEP. This accreditation ensures the quality of the teacher preparation programs at Drury University through ongoing rigorous assessment and adds significant value to the educational experience and subsequent qualification. Pursuant to this, graduate students are required to create and maintain an electronic portfolio of coursework. Degree seeking students enrolled in any course must upload coursework artifacts as directed by faculty. Failure to do so may negatively affect the final course grade, suspend the ability to register for graduate classes, and delay graduation until these requirements are fulfilled.

During the graduate program of study, students submit items for inclusion in their electronic portfolio, which is comprised of three phases. The student works together with the instructor to assess the work and reflect on developmental goals for the remainder of the program. Artifacts uploaded to the portfolio represent best practices in teaching and learning.

The assessment plan addresses state and national educator preparation standards. The assessment strategies are designed to:

1. have a positive effect on the teacher’s role in education;
2. consist of a variety of methods;
3. use state of the art technology;
4. be affordable and accessible for branch campus students as well as Springfield students;
5. reflect involvement in learned societies, state agencies, K-12 school districts, professional associations, and other higher education institutions;
6. provide internal and external validity with respect to effective teaching; and
7. be developmental in nature so that teachers are prepared for the assessments, provided constructive feedback, and adjustments are made in the master in education program as needed.

The most valid assessment process of the master in education program is one that engages graduate students in the activities of teaching, requires the display and use of teaching knowledge and skills, and that allows teachers the opportunity to explain their decision-making process. The assessment of the activities of teaching includes documentation, evaluation and examination.
GRADUATION REQUIREMENTS
In order to be recommended for the degree of M.Ed. a student must satisfy the following conditions in addition to the requirements for graduation found in this Academic Catalog as well as the following: http://www.drury.edu/du/GradCatalog/Requirements-for-Graduation/:

1. The successful completion of EDUC 700 Capstone Seminar or designated culminating course during the last nine hours prior to graduation.
2. Due to state board rules pertaining to provisional certification students for the Drury Alternative Track in Special Education (DATSE), a track within the M.Ed., may need to complete all required coursework within a time line specified by the Missouri Department of Elementary and Secondary Education.
3. Successful completion of the electronic portfolio, to include specific artifacts and reflections.

GRADE REQUIREMENTS FOR STATE TEACHER CERTIFICATION
Graduate students also seeking state teacher certification must meet the grade criteria listed at www.drury.edu/education/state-certification.

KAPPA DELTA PI
On May 16, 1975, a campus chapter of Kappa Delta Pi, a national honorary society in education, was established. Graduate students may be invited to membership on the basis of excellence of scholarship and distinction of achievement in the field of education.
TROOPS TO TEACHERS
Offered at the Ft. Leonard Wood/St. Robert Annex Campus Only

Drury University provides the Troops to Teachers program at the Fort Leonard Wood/St. Robert Annex campus. This program for qualified military personnel and retirees operates under the national Troops to Teachers program managed by Defense Activity for Non-Traditional Education Support (DANTES). Troops to Teachers is a Department of Defense program that helps eligible military personnel begin a new career as teachers in public schools where their skills, knowledge and experience are most needed. At Drury University, the Troops to Teachers program prepares military veterans for careers in education. Drury University offers certification in the areas of Elementary Education and Middle School (grades 5-9) mathematics, science, social studies, and language arts.

Students in the Troops to Teachers program at Drury University pursing teacher certification are not required to earn a degree; they only earn certification in their chosen teaching field.

Students in the Troops to Teachers program may apply for admission to the Elementary or Middle School Curriculum and Instruction Master’s in Education program at Drury University to enroll in graduate level courses required for teacher certification. Students may choose to fully complete the graduate degree or choose the undergraduate course options and not pursue a graduate degree.
MASTER IN EDUCATION CURRICULUM AND INSTRUCTION

A graduate degree in Curriculum and Instruction extends and enhances the abilities of the modern educator. A focus on improved curriculum development and delivery of instruction is combined with academic literacy and research skills to support the teacher’s pursuit of excellence.

Students may pursue one of three emphasis areas within the Curriculum and Instruction Master in Education degree program: Elementary, Middle School, or Secondary.

Current Drury undergraduate students may apply for a 4+1 accelerated version of the M.Ed Curriculum and Instruction (Elementary or Secondary) degree so that their program of study is started during their undergraduate program and completed in one year upon completion of the undergraduate program. Students must meet specific eligibility criteria (available upon request from advisors or the College of Graduate Studies). Once eligibility is confirmed and the application approved, the student must meet with an advisor for an individualized program of study.

This program requires a total of 33 credit hours.

ELEMENTARY

Required Courses

*SCI 621  Educational Technology 3 hrs.
*(must be taken within the first two semesters)
EDUC 605  Advanced Educational Psychology & Assessment 3 hrs.
EDUC 621  Social Justice and Diversity in Education 3 hrs.
**EDUC 689  Introduction to Education Research 3 hrs.
**EDUC 700  Capstone Seminar 3 hrs.
*(must be taken in last 9 hours of program)

Courses Required in Emphasis

EDUC 634  Advanced Curriculum & Instruction 3 hrs.
EDUC 665  Improvement of Reading Instruction 3 hrs.
SCI 622  Improvement of K-12 Math Instruction 3 hrs.
SCI 631  Improvement of K-12 Science Instruction 3 hrs.
(Teaching Field Elective)
(Teaching Field Elective)

MIDDLE SCHOOL

Required Courses

*SCI 621  Educational Technology 3 hrs.
*(must be taken within the first two semesters)
EDUC 605  Advanced Educational Psychology & Assessment 3 hrs.
EDUC 621  Social Justice and Diversity in Education 3 hrs.
**EDUC 689  Introduction to Educational Research 3 hrs.
**EDUC 700  Capstone Seminar 3 hrs.
*(must be taken in last 9 hours of program)
Courses Required in Emphasis

EDUC 603  Middle School Philosophy  3 hrs.
EDUC 633  Middle School Curriculum & Instruction  3 hrs.
EDUC 665  Improvement of Reading Instruction  3 hrs.
(Teaching Field Elective)
(Teaching Field Elective)
(Teaching Field Elective)

SECONDARY
Required Courses

*SCI 621  Educational Technology  3 hrs.
   *(must be taken within the first two semesters)
EDUC 605  Advanced Educational Psychology & Assessment  3 hrs.
EDUC 621  Social Justice and Diversity in Education  3 hrs.
**EDUC 689  Introduction to Education Research  3 hrs.
**EDUC 700  Capstone Seminar  3 hrs.
   **(must be taken in last 9 hours of program)

Courses Required in Emphasis

EDUC 634  Advanced Curriculum & Instruction  3 hrs.
EDUC 665  Improvement of Reading Instruction  3 hrs.
(12 hours required in teaching field)
(Teaching Field Elective)
(Teaching Field Elective)
(Teaching Field Elective)
(Teaching Field Elective)
MASTER IN EDUCATION INTEGRATED LEARNING

The M.Ed. in Integrated Learning is a unique program that gives the graduate student control over the content of their degree. Working closely with an advisor, the student builds their own program by integrating six courses as free electives. With half of the program content selected by the student, this customizable degree can meet a wide range of professional learning needs.

Current Drury undergraduate students may apply for a 4+1 accelerated version of the M.Ed Integrated Learning degree so that their program of study is started during their undergraduate program and completed in one year upon completion of the undergraduate program. Students must meet specific eligibility criteria (available upon request from advisors or the College of Graduate Studies). Once eligibility is confirmed and the application approved, the student must meet with an advisor for an individualized program of study.

Available completely online.

This program requires a total of 33 credit hours.

**Required Courses**

- EDUC 621 Social Justice and Diversity in Education 3 hrs.
- EDUC 605 Advanced Educational Psychology & Assessment 3 hrs.
- **EDUC 689** Introduction to Educational Research 3 hrs.
- **EDUC 700** Capstone Seminar 3 hrs.
- **(must be taken in last 9 hours of program)**

**Choose one (1) of the following:**

- HFA 656 Academic Writing and Digital Literacy 3 hrs.
- SCI 621 Educational Technology 3 hrs.

**Elective Courses: Choose any six (6) graduate courses**

18 hrs.
MASTER IN EDUCATION INSTRUCTIONAL LEADERSHIP
This program is designed for certified educators interested in participating in an instructional leadership capacity in their school.

Available completely online.

This program requires a total of 33 credit hours.

*Required Courses*  
**15 hrs.**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCI 621</td>
<td>Educational Technology</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 605</td>
<td>Advanced Educational Psychology &amp; Assessment</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>SS 639</td>
<td>Leadership Techniques</td>
<td>3 hrs.</td>
</tr>
<tr>
<td><strong>EDUC 689</strong></td>
<td>Introduction to Educational Research Capstone</td>
<td>3 hrs.</td>
</tr>
<tr>
<td><strong>EDUC 700</strong></td>
<td>Seminar</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

*(must be taken within the first two semesters)*

**(must be taken in last 9 hours of program)**

*Courses Required in Emphasis*  
**18 hrs.**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCI 632</td>
<td>Education Evaluation</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 634</td>
<td>Advanced Curriculum and Instruction</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 638</td>
<td>Teaching &amp; Learning in Diverse Classrooms</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 656</td>
<td>Legal and Ethical Issues in Education</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 657</td>
<td>Developing &amp; Sustaining Professional Learning Communities</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>


**MASTER IN EDUCATION INSTRUCTIONAL TECHNOLOGY**

This program is designed for both public school teachers who already have Missouri Teacher Certification and other professionals who seek leadership and service roles in the field of technology. Available completely online.

This program requires a total of 33 credit hours.

<table>
<thead>
<tr>
<th>Required Core Courses</th>
<th>12 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>*SCI 621 Educational Technology</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>*(must be taken within the first two semesters)</td>
<td></td>
</tr>
<tr>
<td>EDUC 605 Advanced Educational Psychology &amp; Assessment</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 689 Introduction to Educational Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 700 Capstone Seminar</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**(must be taken in last 9 hours of program)</td>
<td></td>
</tr>
</tbody>
</table>

**Required Foundations Course: Choose One (1):**

<table>
<thead>
<tr>
<th>3 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFA 656 Academic Writing and Digital Literacy</td>
</tr>
<tr>
<td>SS 639 Leadership Techniques</td>
</tr>
<tr>
<td>EDUC 621 Diversity and Social Justice in Education</td>
</tr>
</tbody>
</table>

**Required Technology Courses**

<table>
<thead>
<tr>
<th>9 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCI 623 History, Security, &amp; Ethics of Technology</td>
</tr>
<tr>
<td>SCI 625 Online Pedagogy</td>
</tr>
<tr>
<td>SCI 626 Web Communication &amp; Design</td>
</tr>
</tbody>
</table>

**Elective Courses: Choose three (3)**

<table>
<thead>
<tr>
<th>9 hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFA 646 Broadcasting for Teachers I</td>
</tr>
<tr>
<td>HFA 647 Broadcasting for Teachers II</td>
</tr>
<tr>
<td>HFA 648 Broadcasting for Teachers III</td>
</tr>
<tr>
<td>HFA 649 Ethics in Media</td>
</tr>
<tr>
<td>HFA 650 Media Writing</td>
</tr>
<tr>
<td>SCI 627 Advanced Web Design &amp; Development</td>
</tr>
<tr>
<td>SCI 628 Technology Infrastructure &amp; Support</td>
</tr>
<tr>
<td>SCI 629 Technology Internship</td>
</tr>
<tr>
<td>SCI 632 Educational Evaluation</td>
</tr>
<tr>
<td>SCI 633 Instructional Product Development</td>
</tr>
<tr>
<td>SCI 634 Instructional Design &amp; Delivery</td>
</tr>
<tr>
<td>SCI 635 Simulations and Virtual Reality</td>
</tr>
</tbody>
</table>
MASTER IN EDUCATION SPECIAL EDUCATION
The Master in Education in Special Education at Drury University is an online graduate degree with an emphasis on evidenced based practices specific to the support of children and youth who exhibit a variety of diverse learning needs. This program may be completed in 33 credit hours. There are 21 hours of core coursework with 12 hours of electives. The Candidate will work with a program advisor to personalize the program through the elective options.

Program Highlights:
- Program may be completed in 33 credit hours.
- May be completed entirely online. Note that some electives may have a seated component; however, the Candidate may work with the advisor to design an all online option.
- Designed for persons who are previously certified in an area of education; however, is also appropriate for professionals working in agencies that address the needs of individuals with exceptionalities and others with an interest in exceptional populations.
- This degree does not lead to initial teaching certification (see the Drury Alternative Track in Special Education or DATSE, for a graduate option to certification in Mild/Moderate Disabilities).
- Individuals completing the Special Education M.Ed. may also be interested in an add on certificate in Gifted Education (additional hours apply). Contact a program advisor for information on Gifted Education courses and the add on option.

Candidates may personalize their program of study via selected course projects tailored to an area of interest and completion of an electives in Special Education as well as Gifted Education and Reading. This program is student oriented, competency based, and aligned to national standards. Applicants, as well as candidates who have been admitted to the program, are encouraged to access the School of Education and Child Development website and the Special Education M.Ed. webpage for additional requirements including a description of coursework, program competencies, professional portfolio requirements, and other information to support program completion.

Available completely online.

This program requires a total of 33 credit hours.

Required Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>*SCI 621</td>
<td>Educational Technology</td>
<td>3 hrs.</td>
</tr>
<tr>
<td></td>
<td>*(must be taken within the first two semesters)</td>
<td></td>
</tr>
<tr>
<td>EDUC 610</td>
<td>Behavior Analysis and Intervention</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 651</td>
<td>Evaluation of Abilities and Achievement</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 654</td>
<td>Clinical Experience One</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 655</td>
<td>Clinical Experience Two</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 689</td>
<td>Introduction to Educational Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 700</td>
<td>Capstone Seminar</td>
<td>3 hrs.</td>
</tr>
<tr>
<td></td>
<td>**(must be taken in last 9 hours of program)</td>
<td></td>
</tr>
</tbody>
</table>

Elective Courses: Choose four (4)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFA 656</td>
<td>Academic Writing and Digital Literacy</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 606</td>
<td>Psychology of the Exceptional Child</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 611</td>
<td>Counseling Parents of Exceptional Children</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 625</td>
<td>Correction of Mathematical Difficulties</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>Course</td>
<td>Title</td>
<td>Hours</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------------</td>
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</tr>
<tr>
<td>EDUC 632</td>
<td>Literacy Instruction in the Content Area</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 649</td>
<td>Introduction of Mathematical Difficulties</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 650</td>
<td>Transition and Career Education</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 652</td>
<td>Language Development of the Exceptional Child</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 653</td>
<td>Methods of Teaching Students Mild/Moderate Disabilities</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 665</td>
<td>Improvement of Reading Instruction</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 667</td>
<td>Analysis and Correction of Reading Disabilities</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 676</td>
<td>Survey of Gifted Education</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

*Students may select electives from outside this list when necessary to meet professional goals, but express prior permission from the advisor is required to maintain the integrity of the program.*

**MASTER IN EDUCATION SPECIAL READING**

This program is designed for persons who are already certified as teachers.

*Required Courses*  
30 hrs.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC 611</td>
<td>Counseling Parents of Exceptional Children</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 651</td>
<td>Evaluation of Abilities &amp; Achievement</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 652</td>
<td>Language Development of the Exceptional Child</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 660</td>
<td>Practicum I in Special Reading</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 661</td>
<td>Practicum II in Special Reading</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 665</td>
<td>Improvement of Reading Instruction</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>*EDUC 667</td>
<td>Analysis and Correction of Reading Disabilities</td>
<td>3 hrs.</td>
</tr>
<tr>
<td><em>(Must be taken before or with EDUC 660 - Practicum I)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDUC 670</td>
<td>Leadership in Reading</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 689</td>
<td>Introduction to Educational Research</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>**EDUC 700</td>
<td>Capstone Seminar</td>
<td>3 hrs.</td>
</tr>
<tr>
<td><em>(must be taken in last 9 hours of program)</em></td>
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</tbody>
</table>

Please note: Acquisition of the M.Ed. in Special Reading from Drury University does not automatically lead to Special Reading Certification from the State of Missouri.

In order to obtain Special Reading Certification from the State of Missouri, program participants need to have the following prerequisites: two (2) years teaching experience; an approved Behavior Management course (the Classroom Management course at Drury is approved); an approved Child and Adolescent Psychology course(s); an approved Education of the Exceptional Child course; and an approved Basic Reading Methods course.

Please meet with an advisor for additional certification information.
MILD/MODERATE SPECIAL EDUCATION K-12 DATSE PROGRAM (Drury Alternative Track in Special Education)

The Drury Alternative Certification Track in Special Education (DATSE) is a graduate program of study designed for persons who have already completed a bachelor’s degree from an accredited college or university with a 2.75 or higher cumulative grade point average; and who wish to obtain a Missouri teaching certificate in Mild/Moderate Disabilities. The program may be completed in 45 credit hours.

Successful completion of the DATSE will lead to initial teacher certification as well as a Master in Education Degree. The DATSE is a competency-based program that is aligned to state and national standards as well as research-based educational practices.

To meet requirements for teacher certification in the area of Cross Categorical/Mild Moderate Disabilities, DATSE graduate candidates must complete structured field experiences aligned to course work and demonstrate standards-based performances specific to the area of certification. Standards-based performances specific to the DATSE program may only be met in a public school K-12 setting with students diagnosed with mild/moderate disabilities. Field experience requirements within the DATSE program follow:

1. At the time of enrollment in EDUC 654: Clinical Experiences I, EDUC 655: Clinical Experiences II, and EDUC 699: Culminating Internship, the DATSE candidate must be employed by a public school and working in a K-12 setting as a special education teacher on a provisional certificate with a caseload to include students with a diagnosis aligned to a mild/moderate disability. This does not include an assignment where the primary duties are speech implementation, early childhood special educator, or teacher of students with severe disabilities.

   OR

2. The DATSE candidate completes a structured field experience in conjunction with EDUC 654 and EDUC 655 and a 16-week semester of student teaching experience in EDUC 699. All field experience and student teaching placements will be made through the School of Education and Child Development.

DATSE candidates working as a paraprofessional in a public school Special Education setting must contact the School of Education and Child Development prior to their second year of the DATSE program to determine options for meeting DATSE field experience requirements leading to certification. The Missouri Department of Elementary and Secondary Education prefers that students in the DATSE program are teaching on a provisional certificate by the start of the second year of the program. Prior to or no later than the semester enrolled in EDUC 653, candidates who are working as a paraprofessional in an approved setting must provide documentation that field requirements can be met via an agreement signed by a District Supervisor. In addition, a letter verifying district employment must be submitted during the semester the candidate is enrolled in EDUC 699. This documentation must be submitted to the School of Education and Child Development Certification Officer and Assessment Coordinator.

The DATSE program of study leads to a Missouri initial teaching certification in mild/moderate special education (grades K-12) and to the Master in Education degree.

Available completely online.

Required Courses: 45-48 hrs.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDUC 606</td>
<td>Psychology of the Exceptional Child</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 607</td>
<td>Psychology of Human Growth and Development</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 610</td>
<td>Behavior Analysis and Intervention</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 625</td>
<td>Correction of Mathematical Difficulties</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 649</td>
<td>Introduction to Mild/Moderate Disabilities</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 651</td>
<td>Evaluation of Abilities and Achievement</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 652</td>
<td>Language Development of the Exceptional Child</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 653</td>
<td>Methods of Teaching Student/Mild Moderate Disabilities</td>
<td>6 hrs</td>
</tr>
<tr>
<td>EDUC 654</td>
<td>Clinical Experience One</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 655</td>
<td>Clinical Experience Two</td>
<td>3 hrs.</td>
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<tr>
<td>EDUC 655</td>
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<td>3 hrs.</td>
</tr>
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<tr>
<td>EDUC 665</td>
<td>Improvement of Reading Instruction</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 667</td>
<td>Analysis and Correction of Reading Disabilities</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>EDUC 699</td>
<td>Culminating Internship</td>
<td>3-6 hrs.*</td>
</tr>
<tr>
<td>SCI 622</td>
<td>Improvement of K-12 Mathematics Instruction</td>
<td>3 hrs.</td>
</tr>
</tbody>
</table>

*DATSE Candidates who are working as a paraprofessional must complete EDUC 699 for six credit hours.
CERTIFICATION OF SCHOOL PERSONNEL
All teaching certificates are issued directly by the Missouri Department of Elementary and Secondary Education.

The Missouri Department of Elementary & Secondary Education - Office of Educator Quality is working with representative stakeholders groups to redesign the standards for educator preparation including certification requirements. These changes and implementation schedule will be communicated to students through individual advising sessions, meetings, and/or other university communications. If there are any questions and/or concerns, please contact the Director of Educator Preparation in the Office of Educator Quality.
Master of Nonprofit and Civic Leadership

Dr. Charles Taylor, Program Director

The size and impact of the nonprofit sector in the Ozarks is extraordinary. As documented by Drury’s Center for Nonprofit Leadership, there are more than 1,500 nonprofit organizations in Springfield. While they range from tiny, volunteer-only organizations to some of the city’s largest employers with thousands of employees, their cumulative impact is undeniable. Just as important is the robust role this sector can play in strengthening our communities.

This program links theoretical knowledge on best practices to lead and communicate within and about nonprofit organizations with a commitment to practical application of those concepts in community organizations working on the front lines to enhance the quality of life in Springfield and the Ozarks. Potential partnerships with the City of Springfield, Greene County, Community Foundation of the Ozarks, Leadership Springfield, Springfield Public Schools, United Way of the Ozarks and other influential community organizations affords the program – and its graduates – an unusual degree of public visibility and opportunities for engaged learning in the program and professional advancement after graduation.

Housed in the Department of Communication, the Master of Nonprofit and Civic Leadership is intentionally interdisciplinary, drawing together academic resources from across campus along with the community based resources of political, economic and cultural leaders from the Springfield region. Such an integration is both theoretically rigorous and meaningfully applied. This integration of theory and practice serves the individual professional interests of each student as well as the broader interests of the Ozark community. Most employees of nonprofits have passionate commitment to their organizations, but may not have the background education to lead and manage the organization most effectively. This program enhances the overall capacity and effectiveness of nonprofit and civic organizations. By doing so, it will enhance the quality of life in the Ozarks.

Learning Outcomes and Assessment

- **Leadership:** Graduates will demonstrate understanding of theories of effective and ethical management and leadership of nonprofit and civic organizations.
- **Foundations of Sector and Governance:** Graduates will articulate broad understanding of history, development and function of nonprofit and civic organizations.
- **Visioning and Planning:** Graduates will demonstrate ability to identify need, analyze opportunities, articulate vision and develop appropriate strategies to collaboratively address key social issues in the Ozarks.
- **Advocacy:** Graduates will demonstrate the ability to write and speak in ways that inspire internal organizational commitment and external action.
- **Resources:** Graduates will demonstrate ability to select and utilize strategies needed to acquire and allocate all resources necessary to accomplish an organization's mission.
- **Performance Measurement:** Graduates will demonstrate the ability to establish and measure key performance metrics, and communicate results to stakeholders.

Assessment will be accomplished on project, course and programmatic levels. Each course will have learning objectives that tie to program outcomes, along with demonstration of the relevance of each individual learning experience to accomplishing those objectives. MNCL 701 and MNCL 702, to be taken in a student’s final two semesters, will function as an integrated capstone experience in which students
will design, develop, implement and assess the effectiveness of a community-based project. Community partners will actively participate in annual assessments of current students’ and graduates’ achievement of program learning outcomes and corresponding impact on the greater community.

**INTERNSHIPS**
A professional internship can give a student an enormous advantage when starting a job search. It can demonstrate real-world experience, a network of contacts, portfolio work samples, and a list of professional references. Students must have completed coursework appropriate for the internship experience and must be able to demonstrate potential academic and professional benefit from the internship plan. In addition to completing the on-site internship, students will be asked to provide faculty supervisors with weekly reports and to write a reflection paper at the end of the experience.

**Master of Nonprofit and Civic Leadership**
The Master of Nonprofit and Civic Leadership requires 30 hours of credit, typically taken in 10 courses. With the exception of the 2 capstone experience courses (MNCL 701 and 702), courses can be taken in any sequence by students officially admitted to the program. The required core courses account for 24 credit hours, and include some coursework shared with the MA in Communication program. Six additional credit hours that can be tailored to meet a student’s individual personal and professional goals will be selected in consultation with her/his advisor. Credit cannot be given for a course for which the student is not registered. Credit cannot be claimed more than once for the same course, with the exception of approved internship course credit.

**Required Classes**  
**24 hrs.**
- MNCL 601  
  Foundations of Nonprofit and Civic Leadership  
  3 hrs.
- MNCL 602  
  Governance and Executive Leadership  
  3 hrs.
- MNCL 603  
  Fundraising and Philanthropy  
  3 hrs.
- MNCL 604  
  Financial Oversight for Nonprofit and Civic Organizations  
  3 hrs.
- COMM 604  
  Seminar in Communication Ethics  
  3 hrs.
- MNCL 666  
  Social Advocacy  
  3 hrs.
- MNCL 701  
  Social Impact and Assessment  
  3 hrs.
- MNCL 702  
  Leading Community Change  
  3 hrs.

**Elective Classes**  
**6 hrs.**
- COMM 607  
  Organizational Communication  
  3 hrs.
- COMM 639  
  Strategic Issues Management  
  3 hrs.
- COMM 661  
  Entrepreneurial Communication  
  3 hrs.
- COMM 682  
  Social Media Strategy  
  3 hrs.
- COMM 683  
  Advanced Social Media Strategy  
  3 hrs.
- COMM 688  
  Grant Writing for Social Impact  
  3 hrs.
- COMM 690  
  Special Topics  
  3 hrs.
- COMM 697/8  
  Internship  
  3 hrs.
- MNCL 691  
  Research  
  3 hrs.
Course Descriptions

Communication (COMM)
With the exception of the culminating capstone courses, COMM 700 and 701, all courses carrying graduate credit are numbered in the 600s and are open to students holding a baccalaureate degree and admitted to the graduate program.

Credit cannot be given for a course for which the student is not registered. Credit cannot be claimed more than once for the same course, with the exception of approved internship credit.

COMM 601 Introduction to Graduate Studies in Communication. 3 hours. This course introduces students to the communication field through the integration of research, theory, and practice. Emphasis is placed on the development of writing, oral, and research skills critical to success in graduate-level communication study. This is an introductory course and should be taken early in the program.

COMM 604 Seminar in Communication Ethics. 3 hours. This course provides an opportunity to explore the ethical dimensions of human communication with respect to interpersonal, public, and mass communication. It emphasizes normative ethics in communication studies with specific application to personal and professional venues.

COMM 605 Organizational Change. 3 hours. This course focuses on the human dimension of organizational change. Though it uses the open-systems model to explore the affect of external and internal issues on an organization’s operation, it also emphasizes the importance of understanding organizational culture during times of change. Students will review and discuss case studies to apply theoretical frameworks introduced in the class.

COMM 606 Public Relations & Corporate Writing. 3 hours. This course develops the skills necessary for orchestrating a conversation between an organization and its various stakeholders, both internal and external. Assignments will emphasize the importance of research and planning in the writing process. Topics include media relations, employee communication, as well as corporate publications including annual reports and strategic plans.

COMM 607 Seminar in Organizational Communication. 3 hours. This course provides an overview of the major theoretical perspectives and concepts that enhance our understanding of organizational communication processes. Readings and case studies address such topics as communication networks, superior-subordinate relations, organizational culture and socialization experiences.

COMM 611 Management and Leadership. 3 hours. This course offers an in-depth analysis of the critical concepts and practices of leadership, motivation, and decision-making. Emphasis is placed on the role of implementing the concepts studied, as well as the synergistic nature of the overall organizational leadership process.

COMM 630 Media & Technology Literacy. 3 hours. This course explores media effects and media usage theories to understand the implications of new media in today’s society. Those theories provide the foundation for a practical introduction to the basics of Web and video production, an exploration of social-networking sites and the interconnectedness of today’s media.

COMM 636 Integrated Marketing Communications. 3 hours. This course uses both theory and case studies to analyze and evaluate IMC strategy and planning. Public relations, advertising, sales promotion, direct response and other functional marketing communications areas are reviewed. Service marketing, industrial marketing, consumer products, and nonprofit organizational examples provide the opportunity to analyze and critique the use of IMC strategies and practices.
COMM 639 Strategic Issues Management. 3 hours. Examines the role of “strategic issues management” as a critical component of an organization’s public relations planning processes and practices. Readings will explore the challenges associated with institutional participation in public policy debates, the expectations for corporate responsibility, the complexities of public response to corporate messages and the strategies that can be emphasized for image restoration. An extensive use of case studies will allow students to shape institutional and special interest messages as well as participate in policy debates.

COMM 651 Communication Consulting. 3 hours. This course explores the history of management consulting and previews the various stages and effective processes involved in the consultant’s craft. Various consultant experiences are assessed and guest interviews are used to reveal professional networking skill sets with strong track records.

COMM 659 Communication Law and Regulation. 3 hours. This course is an investigation of the legal context in which mass-mediated communication is embedded. Attention is given to libel, access, privacy, corporate and commercial speech and obscenity as defined by courts and regulatory agencies.

COMM 661 Entrepreneurial Communication. 3 hours. This course examines the nexus of risk, opportunity and innovation metaphors, leadership behavior, and technology across numerous entrepreneurial experiences. Case studies provide extended application of how entrepreneurs sell and manage their work by way of communication praxes both in profit and social entrepreneurial venues.

COMM 675 Independent Study in Communication. 1-3 hours. Students may negotiate topic and requirements with a faculty member. This requires the approval of the student’s advisor and the program director.

COMM 682 Social Media Strategy. 3 hours. This course provides an intensive hands-on experience through workshop and research silos of marketing, media management, information technology, entrepreneurship, and culture. It begins with a boot camp in several practical and well-used social media such as blogs, microblogs, networks, book-marking, wikis, and Web 3.0 content. Seated weekends will include full days in media usage, integration, and research, traditional and contemporary marketing campaigns with social media, cultural assessments of social media, and a review of the information architecture of various social media techniques. Students will gain knowledge in the unique environment of the social media realm including mashups, apps, games, viral behavior, podcasting, vlogging, streaming video sharing, variations on social bookmarking, cross pinging, SEO and page rank, social optimizing and more. The course provides students with specific, in-depth knowledge about the most used forms of social media, a review of the “cutting edge” of social media, as well as a vision for keeping up with this ever-evolving phenomenon. Students will understand Web 2.0 and look ahead to what Web 3.0 is already providing.

COMM 683 Advanced Social Media Strategy. 3 hours. Students must have completed COMM 682 at least two years prior to enrolling in COMM 683. This course provides an intensive hands-on experience through workshop and research silos of marketing, media management, information technology, entrepreneurship, and culture. It begins with a boot camp in several practical and well-used social media such as blogs, microblogs, networks, book-marking, wikis, and Web 3.0 content. Seated weekends will include full days in media usage, integration, and research, traditional and contemporary marketing campaigns with social media, cultural assessments of social media, and a review of the information architecture of various social media techniques.

COMM 688 Grant Writing for Social Impact. 3 hours. This course provides hands-on work related to numerous grant writing issues organizations face daily. Advanced Grant Writing offers an in-depth examination of contemporary grant research and construction praxis.

COMM 690 Special Topics. 3 hours.

COMM 691 Research. 1-3 hours.
COMM 697 Internship. 3 hours. These courses are acceptable as professional electives courses. Requires the approval of the program director.

COMM 700 Integrated Marketing Campaigns. 3 hours. This course is an actual problem-solving effort for a real-world client who articulates the campaign problems and assists in the evaluation of the final work. This is a capstone course and should be taken within the last nine hours of the curriculum.

COMM 701 Advanced Organizational Research. 3 hours. This course is designed to extend student knowledge of organizational communication principles and concepts introduced in COMM 607. An in-depth examination of contemporary organizational issues and research methods serves as the foundation for conducting organizational research in applied settings. This is a capstone course and should be taken within the last nine hours of the curriculum.
Education (EDUC)

With the exception of the culminating course, EDUC 700, which is required of all students prior to completion of the master in education except those pursuing tracks where this course is not specified, all courses carrying graduate credit are numbered in the 600s and are open to students holding the baccalaureate degree and admitted to the graduate education program.

Courses are grouped into the following areas: professional education, humanities and fine arts, science and mathematics, and social science. Credit cannot be given for a course for which the student is not registered. Credit cannot be claimed more than once for the same course without special approval.

PROFESSIONAL EDUCATION COURSES - EDUC

Courses in the professional education area are designed to meet the needs and interests of elementary and secondary school teachers, special education teachers, and human services professionals.

EDUC 603 Middle School Philosophy and Organization. 3 hours. This course provides an understanding of the philosophy, history, structure and future direction of middle-level education. Topics include an overview of curriculum and instructional strategies appropriate for middle-level education. These topics also consider the culturally diverse populations and special needs students.

EDUC 605 Advanced Educational Psychology & Assessment. 3 hours. This is an advanced study of the cognitive process, the psychological foundations of educational practice, and the assessment processes utilized in the K-12 classroom setting. The course addresses cognition, conditions for optimal learning, assessment designs, formal/informal test construction, alternative assessment strategies, data collection and analysis, instructional decision making based on assessment results, and current issues/research regarding assessment.

EDUC 606 Psychology of the Exceptional Child. 3 hours. This course surveys all areas of exceptionalities. It is designed to help the post-baccalaureate prospective teacher identify and plan instruction for children with exceptionalities.

EDUC 607 Psychology of Human Growth & Development. 3 hours. This is a study of the process of human development from conception through adolescence with particular emphasis on development during the elementary school, middle school and high school age periods of growth and development. The course emphasizes the contemporary research, theory and findings in the areas of cognitive, emotional and physical development with a focus on psychological processes and structures and their implications for the education process.

EDUC 608 Classroom Management for Teachers. 3 hours. The purpose of this course is to present effective techniques for eliciting appropriate social and academic behaviors in the classroom. Several models for behavioral intervention in both regular and special education classrooms are examined, with special emphasis on the management of behaviors that interfere with the learning process.

EDUC 609 Methods of Teaching Language Arts. 3 hours. A course designed for the in-service teacher to consider the fundamental nature and structure of the language arts and strategies for improving instruction of language arts in the middle school curriculum. Special attention will be given to curriculum frameworks provided by the Missouri Department of Elementary and Secondary Education and the National Council of Teachers of English. Students are provided the opportunity to understand and explore the theories, models, and strategies for teaching and learning the components associated with language arts. The course emphasizes the acquisition of language arts knowledge and the application of instructional strategies aligned with reading, writing, listening, speaking, viewing, and visual representations. The course includes examination and evaluation of textbooks and other curriculum materials.
materials; planning of lessons and units; discussion of issues involving professional educators; development of means to assess learning; and discussion of methods to teach the language arts discipline.

EDUC 610 Behavior Analysis and Intervention. 3 hours. The purpose of this course is to present effective techniques for eliciting appropriate social and academic behaviors in the classroom. Several models for behavioral intervention in both regular and special education classrooms are examined, with special emphasis on the management of behaviors that interfere with the learning process.

EDUC 611 Counseling Parents of Exceptional Children. 3 hours. Children learn best when close cooperation exists between school and home. For children with learning problems it is all the more necessary for skills learned in school to be reinforced in the home. This course presents counseling techniques for helping teachers to elicit and maintain the parental cooperation needed to maximize student learning and development.

EDUC 616 New Teacher Connections. 1 hour. Prerequisite: Employment as a full-time teacher. This course, delivered in collaboration with the new teacher’s employing school district, is the first in a series of three courses. This course is designed to begin the process of effectively inducting new teachers to the education profession. This is accomplished by delivering support at multiple levels including thoughtful, sustained mentoring/coaching of the new teacher. New teachers will receive common language and common practices for effective teaching. This course is graded satisfactory or unsatisfactory.

EDUC 617 Early Career Connections. 2 hours. Prerequisite: EDUC 616. This course, delivered in collaboration with the new teacher’s employing school district, is the second in a series of three courses. The course provides a systems (process) approach to the following topics: cooperative learning, classroom management, lesson planning, research supported instructional strategies, data driven instructional decision making, intervention strategies with children, effective use of instructional time, and development of positive relationships with students, parents, and colleagues. This course is graded satisfactory or unsatisfactory.

EDUC 618 Program Completion. 3 hours. Prerequisites: EDUC 616, EDUC 617. This course, delivered in collaboration with the new teacher’s employing school district, is the third in a series of three courses. This course addresses the following topics: research based instructional strategies for each grade level and subject area, working with special needs students, teaching with higher-order thinking skills, strategies for closing achievement gaps, differentiated instruction, assessment strategies, using assessment data to improve instruction and developing the dispositions of professionalism and leadership. This course is graded satisfactory or unsatisfactory.

EDUC 621 Social Justice and Diversity in Education. 3 hours. This course focuses on issues of diversity, oppression and social justice. It is designed to prepare pre-service teachers to be knowledgeable of biases, based on race, ethnicity, culture, religion, age, gender, sexual orientation, social and economic status, political ideology, disability and how these contribute to discrimination and oppression. Students will learn about diverse cultures, family structures, roles, immigration and assimilation experiences of marginalized groups. Students will also learn about the influence of dominant culture on these diverse and marginalized groups. Additionally, this course will examine the adaptive capabilities and strengths of these marginalized groups and how such capabilities and strengths can be used in effective educational settings. The course will assist pre-service teachers in understanding the complex nature and dynamics of social oppression, diversity and social functioning. Students will explore their own personal values, beliefs, and behaviors that may limit their ability to effectively interact in educational settings with people of diverse backgrounds, in particular, disadvantaged and oppressed persons. Themes include justice, suffering, the role of government, poverty, and society’s response to them. Initiatives and responses of both secular and faith-based groups to injustices in the past (e.g. Civil Rights, abolitionism), will be examined.
EDUC 625 Correction of Mathematical Difficulties. 3 hours. This course is designed to provide in-service teachers the opportunity to improve their skills and techniques for identifying, diagnosing and correcting student difficulties in mathematics.

EDUC 632 Literacy Instruction in the Content Area. 3 hours. This course provides skills and instructional strategies based on current theory and practice for developing and improving reading comprehension of written material associated with various content areas, thereby advancing higher-order, critical, and reflective thinking about text.

EDUC 633 Middle School Curriculum and Instruction. 3 hours. Students examine educational programs appropriate for students in late childhood and early adolescence. The course emphasizes philosophy, curriculum, instruction and organization of middle schools. Major components of effective middle schools are studied. Programs designed especially for pre-adolescent youth are examined and contrasted to elementary, traditional junior high and high school education. Innovative ways of meeting the distinctive physical, emotional, social and intellectual needs of the middle school student are studied.

EDUC 634 Advanced Curriculum and Instruction. 3 hours. A course for the in-service teacher, major emphasis is placed on curriculum construction, types of curricula, the influence of social developments and the present-day student population on the school program, underlying psychological and education theory and problems in curriculum development.

EDUC 638 Teaching and Learning in Diverse Classrooms. 3 hours. This course recognizes the need to support the learning of all students and will expose graduate-level students to the challenges, issues, and experiences faced by students from groups identified by race, ethnicity, language, socioeconomic status, exceptionalities, sexual identity, religion, and culture.

EDUC 649 Introduction to Mild/Moderate Disabilities. 3 hours. The physical, psychological, social and educational characteristics of school-age students with mild/moderate disabilities will be surveyed. Students will learn strategies for differentiation of instruction, approaches for integrating these students into regular education classrooms, methods for collaborating with other educators to identify and address the needs of students with disabilities. Students also will design instructional strategies in programs to meet the particular learning needs of students with disabilities.

EDUC 650 Transition and Career Education. 3 hours. This course will provide information and resources needed by special educators to meet the federal requirements for preparing students with disabilities for post-secondary experiences. Course content will include the study of application for aptitude/vocational assessment results, review of life-skills curricula and career exploration resources, identification of employment supports, use of community resources for transition planning, and coordination of transition providers and services. Students will also develop demonstrative individual and school-based programs to assist students’ social, cultural and economic integration into their local communities.

EDUC 651 Evaluation of Abilities and Achievement. 3 hours. Students will review administration and interpretation procedures for formal and informal assessments used in the evaluative process for identifying educational disabilities in school-age students, such as criterion-referenced and normed tests, interview techniques, observational methods and developmental profiles. Students will be required to complete supervised administration of specific tests and will prepare evaluation reports from data collected through assessment. Cultural, social, and educational influences affecting the test performance of students with disabilities also will be reviewed.

EDUC 652 Language Development of the Exceptional Child. 3 hours. Prerequisite: EDUC 649 and EDUC 651. This course will include an in-depth study of the form and function of language patterns of normally developing children as compared to those patterns of children with exceptionalities. Students will use analysis of language samples as a basis for developing prescriptive interventions.
EDUC 653 Methods of Teaching Students/Mild Moderate Disabilities. 6 hours. Prerequisites: EDUC 649, EDUC 651, and EDUC 652. Focus of the course will be on the study of theoretical perspectives and research-based methods for instructing schoolchildren with mild/moderate disabilities. Collection and analysis of educational information pertaining to instruction, management and social development will be used for developing educational programs. Applications of knowledge to inclusive settings will be included.

EDUC 654 Clinical Experience One. 3 hours. Prerequisite: EDUC 653. This course will focus on demonstration of skills aligned to professional standards through implementation of varied field based projects. Emphasis will be placed on the application of research based, advanced methods and assessing the outcomes of instruction with children and youth who have diverse learning needs. Concurrent enrollment in EDUC 655 is required.

EDUC 655 Clinical Experience Two. 3 hours. Prerequisite: EDUC 653. This course will include varied performance assessments designed to assess professional knowledge and skills acquired throughout the Candidate’s program of study. Students will demonstrate ability to apply research to practice through projects justified to the professional literature. Emphasis will be placed on professional writing as well as demonstrating competence in the field. Concurrent enrollment in EDUC 654 is required.

EDUC 656 Legal and Ethical Issues in Education. 3 hours. This course is designed as a practical study of law as it pertains to the educational process in public and private schools. Areas to be covered in the course are: (1) study of the vocabulary and general process of law; (2) history of legal issues in education; (3) review of the legal educational documents for Missouri and the United States; (4) review of current legal issues in education.

EDUC 657 Developing and Sustaining Professional Learning Communities. 3 hours. This course provides participants an opportunity to explore the current and emerging research addressing effective practices associated with creating, maintaining, and utilizing professional learning communities to support instructional environments.

EDUC 660 Practicum I in Special Reading. 3 hours. This course provides graduate students with clinical experiences to administer clinical assessments designed to identify reading levels, summarize assessment information, and write recommendations in the form of reports. The experience includes accurate use and interpretation of instructional practices, suitable application of reading instruction based on assessment data results, application of differentiated instruction to meet student reading needs and appropriate use of reading resources and strategies.

EDUC 661 Practicum II in Special Reading. 3 hours. An advanced course designed to provide graduate students with the opportunity to refine, apply and extend their knowledge of diagnosis, instruction, observation techniques, teaching activities, evaluation strategies, student supervision, coordination of reading programs and selection/development/implementation of reading materials. The student will propose and conduct an action research project in conjunction with the practicum experience.

EDUC 665 Improvement of Reading Instruction. 3 hours. A course designed for the in-service elementary and secondary teacher, this includes examination of current diagnostic and corrective treatments for reading difficulties. Exemplary reading programs and instructional techniques for teaching subject matter to utilize and develop functional reading will be studied.

EDUC 667 Analysis and Correction of Reading Disabilities. 3 hour. A course designed to study school age children experiencing difficulties in reading through the examination and utilization of diagnostic testing methods and remedial practices. Students learn to adapt testing materials and remedial techniques to the developmental level, diagnostic needs, and cultural and linguistic background of the pupils.

EDUC 668 Strategies in Teaching Physical Science K-6. 1 hour. Strategies of teaching K-6 physical science in a hands-on, process-oriented style utilizing demonstration followed by participant classroom practice are examined in seven 3-hour sessions, once weekly.
EDUC 669 Strategies in Teaching Earth Science K-6. 1 hour. Strategies of teaching K-6 earth science in a hands-on, process-oriented style utilizing demonstration followed by participant classroom practice are examined in seven 3-hour sessions, once weekly.

EDUC 670 Leadership in Reading. 3 hours. This course prepares participants to act as change agents within the school-based reading program in areas of curriculum/methodology, organization, administration and staff development. This course surveys the research regarding the history, approaches, current trends and practical applications of teaching-learning theories of reading instruction, literacy development, comprehension, instructional programs, teaching strategies and skill development in the area of reading.

EDUC 673 Fundamentals of Higher Education. 3 hours. Introduces students to the history of higher education in America. Students intending to teach at the post-secondary level will learn student development theories, be exposed to the applied concepts of finance and governance, and analyze legal/ethical issues that face American colleges and universities.

EDUC 676 A Survey of Gifted and Talented Education. 3 hours. This is an introduction to knowledge of the nature and needs of gifted children, identification strategies, broad programming issues and concepts and teacher qualities and skills. This course presents entry-level concepts and is a prerequisite for future study in the field.

EDUC 677 Curriculum & Differentiated Instruction for Gifted. 3 hours. Prerequisite: EDUC 676. This course delineates the core issues and provides a framework for understanding the content, process and product considerations in developing a comprehensive, articulated curriculum for the gifted. Skills are developed in scope and sequence, promoting appropriate higher-level cognitive functioning and assessment of individual student learning styles and needs.

EDUC 678 Administration & Supervision of Gifted Programs. 3 hours. Prerequisite: EDUC 676. This course introduces the fundamental principles of program planning and development for the gifted. Topics include screening, assessing and evaluation of gifted students, role functions and referent groups, general educational procedures, steps in basic program development, provision for appropriate resources and refinement of effective supervision strategies.

EDUC 679 Counseling and Guidance of the Gifted. 3 hours. Prerequisite: EDUC 676. This course focuses on the differential affective characteristics and needs of gifted students. General counseling theories are studied as they apply to helping gifted students discover and utilize effectively their special gifts and talents to aid in the development of potential.

EDUC 680 Screening and Assessment in Gifted Education. 3 hours. Prerequisite: EDUC 676. This course addresses the unique assessment concerns surrounding gifted education in both identification and instruction. Topics include state policy, twice-exceptional students, and testing bias. Material incorporates the principles of screening and identification for programming, theory and instrumentation on a variety of constructs traditionally associated with giftedness, and measurement theory.

EDUC 686 Practicum in Working with Gifted Students. 3 hours. Prerequisites: EDUC 676, EDUC 677, EDUC 678, and EDUC 679. This is an intensive practicum, which involves the application of knowledge, skills, strategies, and competencies delineated in the basic courses for teachers of the gifted. Emphasis is given to working with gifted pupils.

EDUC 689 Introduction to Educational Research. 3 hours. Prerequisite: 24 completed graduate hours. This course is designed to acquaint students with different methods of educational research and statistical procedures. Emphasis is placed on procedures for writing research papers and proposals. This course is designed to be completed the semester prior to EDUC 700 Capstone Seminar.

EDUC 690 Selected Topics. 1-3 hours.

EDUC 691 Research. 3 hours. Students who wish to enroll in 691 Research for independent study must, with the assistance of the supervising teacher, prepare a written statement defining the purpose and
procedures of study. This written statement must be approved by the student’s advisor and by the director of the graduate program.

**EDUC 699 Culminating Internship. 3-6 hours.** Course fee applies. Observation and supervised practice teaching designed for alternative certification students enrolled in the DATSE and Troops to Teachers programs. Additional fee applies if student teaching experience is out of area. DATSE Candidates who are working as a paraprofessional must complete EDUC 699 for six hours.

**EDUC 700 Capstone Seminar** *(for all graduating students except those pursuing tracks where this course is not specified). 3 hours.* Prerequisite: EDUC 689. This course must be taken within the final nine hours of degree work. It is deemed appropriate that every person completing a master in education degree be familiar with the current innovations of the profession. It is of equal importance that he or she relate knowledge derived from various courses to his or her own area of specialization and evaluate personal cognitive and affective growth. The Capstone Seminar aims to fill these needs. Completion of a seminar paper or project is a requirement for a satisfactory grade in this course. The paper will focus on the area of specialty for the graduate student. Successful completion of a written or oral, comprehensive, master’s degree examination is required as a part of the Capstone Seminar course. *The course is graded satisfactory or unsatisfactory.*
Master of Arts in Studio Art and Theory (MART)

MART 613 Alpha Studio. 6 hours. This course affords the first year cohort of student artists an introduction to the Summer Institute of Visual Arts graduate program through studio work and individual and group discussions. The agenda of the course will be student derived in accordance with individual intentions, after collaborative discussion with cohort artists and the teaching faculty. Must be taken concurrently with MART 614. This course replaces MART 611 2D Studio.

MART 614 Theory & Criticism I. 3 hours. This course affords the first year cohort of student artists an introduction to modern and contemporary theory and criticism. Through reading, writing, faculty lectures and group discussions, this course is meant to clarify theoretical and critical issues raised by the creative studio work of the cohort members and must be taken concurrently with MART 613. This course replaces MART 612 2D Theory and Criticism.

MART 623 Theory & Criticism II. 3 hours. This course expands on the introduction provided by MART 614 Theory and Criticism I and affords the second year cohort of student artists intensified engagement with contemporary art issues. Through reading, writing, faculty lectures and group discussions, this course is meant to clarify theoretical and critical issues raised by the creative studio work of the cohort members and must be taken concurrently with two sections of MART 631-634. This course replaces MART 622 3D Theory and Criticism.

MART 633 Visiting Artist Studio I. 3 hours. This course is a part of the visiting artist sequence (633-636) which affords second and third year cohort students the opportunity to work directly with Summer Institute of Visual Arts visiting artist fellows, toward a student derived agenda in accord with individual intentions, determined by collaborative discussion with cohort artists and the teaching faculty. Courses in this sequence may be taken in any order, but may not be repeated. Must be taken concurrently with MART 623 (in second year) or MART 652 (in third year). The visiting artist sequence (633, 634, 635, 636) replaces MART 631 and 641.

MART 634 Visiting Artist Studio II. 3 hours. This course is a part of the visiting artist sequence (633-636) which affords second and third year cohort students the opportunity to work directly with Summer Institute of Visual Arts visiting artist fellows, toward a student derived agenda in accord with individual intentions, determined by collaborative discussion with cohort artists and the teaching faculty. Courses in this sequence may be taken in any order, but may not be repeated. Must be taken concurrently with MART 623 (in second year) or MART 652 (in third year). The visiting artist sequence (633, 634, 635, 636) replaces MART 631 and 641.

MART 635 Visiting Artist Studio III. 3 hours. This course is a part of the visiting artist sequence (633-636) which affords second and third year cohort students the opportunity to work directly with Summer Institute of Visual Arts visiting artist fellows, toward a student derived agenda in accord with individual intentions, determined by collaborative discussion with cohort artists and the teaching faculty. Courses in this sequence may be taken in any order, but may not be repeated. Must be taken concurrently with MART 623 (in second year) or MART 652 (in third year). The visiting artist sequence (633, 634, 635, 636) replaces MART 631 and 641.

MART 636 Visiting Artist Studio IV. 3 hours. This course is a part of the visiting artist sequence (633-636) which affords second and third year cohort students the opportunity to work directly with Summer Institute of Visual Arts visiting artist fellows, toward a student derived agenda in accord with individual intentions, determined by collaborative discussion with cohort artists and the teaching faculty. Courses in this sequence may be taken in any order, but may not be repeated. Must be taken concurrently with MART 623 (in second year) or MART 652 (in third year). The visiting artist sequence (633, 634, 635, 636) replaces MART 631 and 641.
**MART 643 Dialogues and Practices. 3 hours.** Dialogues and Practices is a self-directed travel and research course that provides greater context for the creative work done in the program’s three summer sessions through museum visits, film screenings and participation in other art-related events. The Dialogues and Practices website serves as a platform for students to reflect upon and share their explorations of contemporary art through written responses and images. This course is taken by independent study online between the second and third years of the program. This course replaces MART 651 Omega Seminar. S/U Grading.

**MART 652 Artist Thesis. 3 hours.** This course affords the third year cohort of student artists the opportunity to synthesize their previous experiences in both the studio and theory components of the program, engages professional development through the creation of a graduate thesis in the form of a comprehensive packet of professional documents (i.e. artist statement, portfolio, artist resume and CV, project proposals), and culminates in the completion of the Graduate Thesis Exhibition. This course must be taken during the students’ third year in the program. This course replaces MART 642 Extended Media Theory and Criticism.
Humanities and Fine Arts (HFA)

Courses in the humanities and fine arts area seek to provide the individual with an understanding of humankind’s cultural heritage and an awareness of contemporary trends in the fields of art, English, music, philosophy, religion and drama. Secondary school teachers electing a program of study emphasizing the humanities and fine arts are expected to take 12 to 15 hours in this area.

HFA 623 Eastern Experience Through Art and Architecture. 3 hours. This course examines experiences in non-Western culture through the study of the arts, architecture and ideas of China, Japan, Korea, and South Asia.

HFA 625 Building Community Through the Arts. 3 hours. Through combined on-campus seminars and community-based field work, graduate students will experience an integrated and experiential approach to creativity in everyday living and learning. Students will relate the strategies for building community through the arts to their current professional practice.

HFA 626 Developing Personal and Professional Creativity Through the Liberal Arts. 3 hours. Using the elements and principles of creating art as metaphor, students will explore their personal and professional creativity as they integrate this course’s enriching experiences and insights into their current professional positions.

HFA 630 Media Literacy. 3 hours. This is a study of media (newspapers, radio, and TV) as sources of information in America. The course will focus on how the media may be used in the classroom.

HFA 634 Creativity in Language Arts. 3 hours. This is a study in the development and fostering of creativity in the classroom, with particular regard to written and oral communication activities.

HFA 646 Broadcasting for Teachers I. 3 hours. Participation in ASB (Academy of Scholastic Broadcasting) workshop is required for this course. This demanding course will give the educator-students a hands-on, real-world experience they can easily transfer to their own classrooms in the fall. Production techniques will be taught by allowing the students to construct their own video projects. Digital and linear editing will be incorporated, numerous lesson plans and strategies will be distributed and discussed, professionals will offer tips, staff will utilize student-produced work for instructional purposes, and media literacy issues will be covered each day. The course will be applicable to middle and high school teachers, regardless of the amount of experience they have had in the subject area. There is an additional fee for participation in this course.

HFA 647 Broadcasting for Teachers II. 3 hours. Participation in ASB (Academy of Scholastic Broadcasting) workshop is required for this course. Prerequisite: HFA 646 Broadcasting for Teachers I. This advanced course will give the educator-students a hands-on, real world experience they can easily transfer to their own classrooms in the fall. This course is a follow-up to Broadcasting I and provides students with in-depth production techniques; digital and linear editing; as well as lesson plans and strategies. This course is applicable for middle and high school teachers who have already attended Broadcasting for Teachers I. There is an additional fee for participation in the course.

HFA 648 Broadcasting for Teachers III. 3 hours. Participation in ASB (Academy of Scholastic Broadcasting) workshop is required for this course. Prerequisites: HFA 646 Broadcasting for Teachers I and HFA 647 Broadcasting for Teachers II. This advanced course will give the educator-students a hands-on, real-world experience they can easily transfer to their own classrooms in the fall. This course is a follow-up to Broadcasting II and provides students with in-depth production techniques; digital and linear editing; as well as lesson plans and strategies. This course is applicable for middle and high school teachers who have already attended Broadcasting for Teachers I and II. There is an additional fee for participation in the course.

HFA 649 Ethics in Media. 3 hours. Exploring ethical guidelines for professional behavior, this course surveys federal, state and municipal laws governing freedom of speech and commerce in journalism,
public relations and advertising. It covers the reasoning and precedents behind the laws and regulations that affect communication and media.

HFA 650 Media Writing. 3 hours. Writing for print, broadcast, advertising and public relations with a special emphasis on the convergence of print with electronic publishing. Students learn the implications and potential of interactivity and cybertext.

HFA 652 Digital Editing Techniques and Tips - Final Cut Pro. 1 hour. This course in Final Cut Pro editing software takes the student through the entire process of capturing media to the hard drive, organizing files, creating a time line and putting the finishing touches on a multi-media project. Basic and advanced techniques will be introduced, along with a number of shortcuts and special approaches. Graphics, audio editing, special effects and transitions will be part of this course.

HFA 656 Academic Writing and Digital Literacy. 3 hours. This course will develop proficiency in academic writing, focusing on accuracy, authority, voice and format. The course will also develop the skills required to locate, evaluate and integrate information into academic work using online resources and digital tools. Participants will learn how to effectively search for information and objectively assess its value and meaning in context. This course is recommended for all graduate students.

HFA 671 Philosophical Issues in Contemporary Society. 3 hours. Students examine the nature of value judgments, the methods of their analysis and verification and their systematic application in the areas of science, religion, art, morality, education and social policy.

HFA 681 Culture of the Ozarks. 3 hours. This course, designed to develop an understanding and appreciation of the native culture of the Ozarks, deals with the cultural development of Ozarks peoples from the first Native Americans and early settlers to their contemporary descendants. This course fulfills nonprofessional requirements in either the social science or the area of humanities and fine arts.

HFA 691 Research. 3 hours. Students who wish to enroll in 691 Research for independent study must, with the assistance of the supervising teacher, prepare a written statement defining the purpose and procedures of study. This written statement must be approved by the student’s advisor and by the director of the graduate program.

HFA 690 Special Topics. 3 hours.
Master in Business Administration (MBA)
The following is a list of course descriptions for core and elective courses in the MBA.

MBA 604 Advanced Auditing. 3 hours. This course increases students' awareness of the key ethical issues that accounting practitioners face. It is designed to enhance students' ability to access the appropriate authoritative literature and language and students' understanding of the fundamental technical concepts of the auditing discipline. The class includes discussion and analysis of problematic situations that auditors have dealt with in the past so that students can obtain a better understanding of how to cope constructively with such scenarios in the future. Lastly, the course further prepares students for the CPA exam.

MBA 615 Entrepreneurial Development. 3 hours. This course addresses some of the critical strategic, financial and people issues involved in the launch and early formation of an entrepreneurial venture. Emphasis is placed on developing strategies and managerial thinking vital to launching and leading a new venture.

MBA 654 Cyber Risk Management. 3 hours. Principles and function of Cyber risk management. Special attention will be given to how cyber risk management fits into an overall risk management program. Students will become familiar with ways to approach the risk, the types of exposures and future issues in the area of cyber risk management. This course is designed to mimic The Institutes (www.theinstitutes.org) learning objectives for the “Cyber 301” course to prepare students to sit for the exam after the course if they choose.

MBA 655 Fundamentals of Information Security. 3 hours. This course provides an overview of security challenges and strategies of countermeasure in the information systems environment. Topics include definition of terms, concepts, elements, and goals incorporating industry standards and practices with a focus on availability, vulnerability, integrity, and confidentiality aspects of information systems.

MBA 656 Hacker Tools and Techniques. 3 hours. This hands-on course provides an introduction to tools and techniques used by hacker to penetrate corporate networks. Topics include vulnerabilities of operating systems, incident-handling methods, and an overview of the process and methodologies used in penetration testing including ethical and legal implications.

MBA 657 IT Legal Issues in Cybersecurity. 3 hours. Information Security protects information with a perpetual goal of confidentiality, integrity, and availability of the data. Individuals, private organizations, and government organizations have responsibilities and protections under the law with respect to their data. This course examines the relationship between Information Security goals and the legal requirements associated with these goals.

MBA 661 Corporate Investment and Valuation. 3 hours. This course provides in-depth coverage of evaluating corporate investments, using tools of investment analysis and decision making.

MBA 662 Strategic Advantage through Technology and Information. 3 hours. This course addresses the key strategic implications of technology and information and how to use technology and information to build competitive advantage.

MBA 664 Corporate Responsibility, Leadership and Ethics. 3 hours. The focus of this course is to conduct business in a responsible and ethical manner and to advance the practice of professional and ethical business leadership.

MBA 665 Innovation and Entrepreneurship. 3 hours. This course explores the hot issues concerning innovation. Innovation is an important and multifaceted topic. It is vitally important to the successful launch and growth of business ventures.

MBA 667 Negotiation/Conflict Resolution. 3 hours. The purpose of this course is to understand the theory and processes of dispute resolution. Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their own
outcomes. The central issues of this course deal with understanding the behavior of individuals, groups and organizations in the context of competitive and cooperative situations. This course allows students to gain and develop negotiation skills through experimental learning and provides extensive feedback to improve participants ability to discover optimal solutions to problems.

**MBA 669 Designing Strategic Teams. 3 hours.** This is a course on the theory and practice of managing groups and teams. It has two primary goals. The first goal is to provide conceptual guidelines for analyzing and diagnosing group dynamics and determining one's strategic options as a manager. The second goal is to impart practical interpersonal skills for implementing effective strategies for group situations. Both of these should be useful while working in study groups and on class projects and for working in groups and teams upon graduation.

**MBA 671 Strategic Organization and Human Resources Management. 3 hours.** This course provides insight into how to build healthy and effective organizations designed to support a company’s strategic direction, and to recruit, select, train and develop the human resources that such organizations need to thrive and grow.

**MBA 672 Measuring and Reporting Financial and Statistical Information. 3 hours.** The focus in this course is to measure financial performance on a variety of important dimensions, to use statistical analysis effectively, and to correctly interpret, evaluate and report complex financial and statistical information.

**MBA 673 Economics of Strategy. 3 hours.** This course includes reading the structure and dynamics of competition in industries and markets, and using sound strategic thinking to favorably position a company for competition within a particular industry and strategic peer group.

**MBA 674 Understanding and Serving Customers and Markets. 3 hours.** The focus of this course is to understand customer needs and identify customer markets, and how to effectively serve and grow a particular market or markets.

**MBA 682 Global Business, New Ventures and Innovation. 3 hours.** This course effectively assesses business opportunities and potential innovations. Understanding the strategic issues and actions necessary to convert ideas and product developments into successful business ventures in a context of global markets and global competition is also addressed. Note: This class would be taken during the final summer semester of each students program and includes a one week, mandatory international experience.

**MBA 690 Special Topics. 3 hours.**

**MBA 691 Research. 1-3 hours.**
Master of Nonprofit and Civic Leadership (MNCL)

MNCL 601 Foundations of Nonprofit and Civic Leadership. 3 hours. Nonprofits have always played a vital role in the health and wellbeing of our nation. The influence and size of the industry has gone through many phases, and has experienced dramatic growth over the past decade. Organizations now have higher levels of accountability and scrutiny. This course examines the history, traditions and values, and current issues facing the sector. Through a variety of readings, case studies, and guest speakers, students will gain knowledge of the sector’s evolution, purpose, strengths and challenges.

MNCL 602 Governance and Executive Leadership. 3 hours. Nonprofit organizations have unique purposes and approaches, unlike much of the business world. This class will prepare students for effective staff and board leadership. Students will gain knowledge on board and volunteer motivation, recruitment and retention, and best practices for creating a diverse and committed organizational leadership team. Class will include techniques of inspiration, motivation, conflict resolution, and consensus building.

MNCL 603 Fundraising and Philanthropy. 3 hours. Fundraising is an essential component of most tax-exempt organizations. Raising money for a cause is extremely competitive and can be quite challenging for organizations dependent on donations. Ever-changing laws and donor expectations require leaders to be well informed and creative in the area of fund development. This course examines fundraising and philanthropy history, trends, and techniques from the eyes of individuals, corporations, and foundations. Students will learn from case studies, readings, firsthand research and guest practitioners. Students will work directly with a local nonprofit to produce fundraising materials.

MNCL 604 Financial Oversight for Nonprofit and Civic Organizations. 3 hours. Most nonprofit organizations are small operations and don’t have the luxury of employing a CFO or a financial expert. For that reason, Executive Directors must have the knowledge to oversee the organization’s financial component. This course provides a foundation for accounting and effective financial management. Students will learn to manage an organization’s fiscal resources by focusing on policies, controls, statements, budgeting and reporting. Students will learn from hands-on exercises, real world case studies, and guest lecturers with industry experience.

MNCL 666 Social Advocacy. 3 hours. Nonprofit and Civic organizations do great work, which results in great stories—lives changed, situations turned around, and communities restored. One of the keys to success for the organizations is the ability to share those stories in a clear and compelling way. When done well, the stories attract new donors and volunteers and strengthen the organizations. This course will explore the various aspects of messaging, including formation of a message platform, capturing powerful video and images, making public presentations, and working with the media.

MNCL 701 Social Impact Assessment. 3 hours. Any person or group that is implementing a program to improve a situation should know how to measure outcomes - using evidence to assess effectiveness. Funders demand that organizations assess their work and report findings. Doing good is no longer good enough. It is more important to demonstrate what happened as a result of the activity. This class will enable students to determine appropriate metrics for impact assessment, then to collect and analyze appropriate data and, finally, to report their findings to various stakeholders.

MNCL 702 Leading Community Change. 3 hours. Organizational leaders need an understanding of the history and importance of community change. Most communities are filled with residents who have diverse cultural beliefs – all which have an influence on how social issues are perceived and addressed. This course examines changes models that include activism, religion,
labor, civil rights, and politics. The culminating experience for the course will be the implementation and assessment of a community/organization based project in collaboration with a community partner.

MNCL 690 Special Topics. 3 hours.
MNCL 691 Research. 1-3 hours.
Science and Mathematics (SCI)
Courses in this field are designed to supplement the training of the general or specialized teacher, broadening the student’s background in the various fields of science, acquainting him or her with current frontiers of scientific investigation and providing an understanding of the fundamental principles of science that should be included in the education of every citizen. Secondary school teachers electing a program of study emphasizing science are expected to take 12 to 15 hours in this area.

SCi 621 Educational Technology. 3 hours. Students are required to take this course during their first two semesters of graduate study. This course provides an introduction to educational technology. This course uses a research-based approach to explore how educational technologies can be applied to enhance educator effectiveness and assist learners in reaching their objectives. Students will also develop strategies for evaluating new educational technologies as they emerge.

SCi 622 Improvement of K-12 Mathematics Instruction. 3 hours. A course designed for the in-service teacher to consider the fundamental structure of mathematics and strategies for improving instruction of mathematics in the K-12 school curriculum. Special attention is given to the curriculum frameworks provided by the National Council of Teacher of Mathematics and other educational agencies.

SCi 623 History, Security & Ethics of Technology. 3 hours. Prerequisite: SCI 621 or approval of instructor. This course is designed to prepare educators with historical, security and ethical situations that will be encountered in educational technology.

SCi 625 Online Pedagogy. 3 hours. Prerequisite: SCI 621 or approval of instructor. Teaching and learning online is the primary focus of this course. Students will know and be able to design learning environments that are presented entirely online utilizing the Learning Management System. The emphasis is on designing and learning environments that encourage and motivate students as their knowledge and skills in using Blackboard are developed.

SCi 626 Web Communications and Design. 3 hours. Prerequisite: SCI 621 or approval of instructor. This course will provide the knowledge and skills to design Web pages that support the school setting. Students will learn and apply best practices for the layout and structural design of websites and create content specifically optimized for the Worldwide Web. Emphasis will be on practical applications of education-focused Web design.

SCi 627 Advanced Web Design and Development. 3 hours. Prerequisite: SCI 626. Based on knowledge obtained in SCI 626, this course will take a hands-on approach to learning the technical skills required to construct websites that support the educational environment. A variety of coding techniques and Internet technologies will be utilized to provide a toolbox that students can use to create effective and efficient websites. Students will experience the entire website implementation process from layout sketch to going live.

SCi 628 Technology Infrastructure & Support. 3 hours. Prerequisite: SCI 621 or approval of instructor. Educators will have the opportunity to design, develop and implement technology plans at the classroom, building and district level. Visits and interaction with area school district technology coordinators will be an integral part of this course. Primary focus will be on systems, servers, technology layout and design, as well as purchasing and procurement of technology.

SCi 629 Technology Internship. 3 hours. Prerequisite: A in SCI 621 or approval of instructor. This course must be taken as the last course in the Instructional Technology program. Students will be placed in an educational setting to develop hands-on knowledge and skills necessary to become a technology director at the building and/or district level. The primary focus will be the utilization of the knowledge and skills gained from all of the “Instructional Technology” courses (except for EDUC 700, Capstone Seminar) and applying that information to the school setting. S/U Grading.
SCI 631 Improvement of K-12 Science Instruction. 3 hours. A course designed for the in-service teacher to improve background knowledge in science concepts and instructional strategies in the elementary, middle school or high school curriculum. Emphasis is given to a hands on, process-oriented instructional approach incorporating active research related to water quality monitoring, science fair preparation, minority scientists and community resources for science education.

SCI 632 Educational Evaluation. 3 hours. This course is designed to provide basic instruction terminology and methods of educational evaluation. Students will study techniques for evaluating the effectiveness of instructional/educational programs, including developing written and performance tests and survey instruments, and determining reliability and validity of evaluation instruments. Students will be able to define vocabulary terms, explain the evaluations process and procedures used in various evaluation models, identify evaluation purposes, determine which evaluation design is most appropriate, use the library and Internet, construct data gathering instruments, collect and interpret data, read evaluation reports and interpret their results and write comprehensive evaluation reports based upon an original study. This course will not lead to a public school teaching certificate.

SCI 633 Instructional Product Development. 3 hours. Students will examine the use of educational models to create instruction that is appropriate from a pedagogical and practical viewpoint. Emphasis will be on theories and models to support the following: analysis of the learner environment and needs; design of a set of specifications for an effective, efficient, and relevant learner environment; development of all learner and management materials; and evaluation of the results of the development using formative and summative methods. Students will be asked to make well-informed decisions regarding modification to products/materials/programs (formative) and determining the value of existing products/materials/programs for possible adoption (summative). This course will not lead to a public school teaching certificate.

SCI 634 Instructional Design and Delivery. 3 hours. A study of the systematic processes of translating principles of learning and instruction into plans for instructional materials and activities. These processes include designing training programs, developing design strategies and models, and improving instructional effectiveness. Specifications for educational products and systematic planning procedures will be developed. The use of computer models and simulations will enhance the instructional design process. This course will not lead to a public school teaching certificate.

SCI 635 Simulations & Virtual Reality. 3 hours. An introduction to creating and using simulations in an online classroom setting. This course will not lead to a public school teaching certificate.

SCI 639 Data Analysis. 3 hours. In this course, teachers learn the mathematical content for teaching their students about descriptive data. They learn to ask questions, gather necessary data, organize, visualize, and analyze the data and communicate that analysis. They use spreadsheets as a tool to organize, visualize and communicate data.

SCI 640 Integers, Brain Research and Differentiated Instruction. 3 hours. Teachers develop a mathematical understanding of the key concepts of integers from teaching algebra. The course integrates standards-based lessons with strategies for differentiated instruction and brain-based research classroom applications. Participants have opportunities to view video clips of master teachers working with their students, followed with online discussions and professional online reflection journals.

SCI 641 From Pattern to Functions. 3 hours. Teachers investigate how patterns lead to an understanding of discrete functions. The course explores number sequences, geometric patterns, function machines, t-tables, graphs and how to generalize rules in function notation.

SCI 642 Introduction to Continuous Functions. 3 hours. Prerequisite: SCI 641. Teachers continue to learn more on the study of functions. Attention focuses on direct variation, other linear equations, their slope and y-intercept, and the standard form of a line: y=mx+b. The course culminates with a discussion of simple quadratic and cubic functions.
SCI 643 Rational Numbers. 3 hours. Prerequisite: SCI 640. This course introduces teachers to rational numbers as an extension of integers. Emphasis is placed on using concrete models to develop conceptual understanding of rational number operations, their algorithms and the application of proportional reasons.

SCI 644 Geometry and Measurements. 3 hours. Focus is given to two- and three-dimensional geometric figures and their properties. Measurement concepts lead to computational algorithms for perimeter, circumference, area and volume.

SCI 662 Studies in Environmental Problems. 3 hours. A course designed to meet the current needs of the educator in respect to developing environmental awareness. Basic principles of ecology are explored as a means of establishing a framework within which the student can relate to the total environment. Some time is devoted to consideration of existing environmental problems, their causes and effects on the environment and corrective measures available.

SCI 691 Research. 3 hours. Students who wish to enroll in 691 Research for independent study must, with the assistance of the supervising teacher, prepare a written statement defining the purpose and procedures of study. This written statement must be approved by the student’s advisor and by the director of the graduate program.

SCI 690 Special Topics. 3 hours.
Social Science (SS)
These are courses in social sciences intended to provide the individual with an understanding of society. Such an understanding is believed to be essential for mature citizenship and effective leadership in a democracy. The general cultural value of these courses is likewise considered to be a contributing factor to the type of preparation believed to be necessary for effective teaching in the academic world. Secondary school teachers electing a program of study emphasizing the social sciences are expected to take 12 to 15 hours in this area.

SS 601 The Sociological Foundations of Educational Practices. 3 hours. This is a study of the sociological background of students; modern interpretation of the democratic ideology; current social trends and issues as they affect education; application to such school problems as educational objectives, curriculum, guidance, methods, administration, moral education and multicultural education.

SS 618 Group Dynamics. 3 hours. This is a study of recent experimental research findings in the area of small groups, with particular attention to interpersonal communications.

SS 631 Methods of Teaching Social Sciences. 3 hours. A course designed for the in-service teacher to consider the fundamental nature of the social sciences and strategies for improving instruction of social sciences in the middle school curriculum. Special attention will be given to curriculum frameworks provided by the Missouri Department of Elementary and Secondary Education and the National Council for the Social Studies. Students study the definitions, objectives, evaluation, and challenges associated with teaching social sciences. The course emphasizes the acquisition of social science knowledge: culture; time, continuity, and change; people, places, and environments; individual development and identity; individuals, groups, and institutions; power, authority, and governance; production, distribution, and consumption; science, technology, and society; global connections; and civic ideals and practices. The course includes examination and evaluation of textbooks and other curriculum materials; planning of lessons and units; discussion of issues involving professional educators; development of means to assess learning; and discussion of methods to teach the social sciences discipline.

SS 639 Leadership Techniques. 3 hours. This course studies the development of concepts of leadership and the techniques through which leadership is exercised. The influence of changing political, social and economic forces on education in general as they affect the role of the leader is explored.

SS 691 Research. 3 hours. Students who wish to enroll in 691 Research for independent study must, with the assistance of the supervising teacher, prepare a written statement defining the purpose and procedures of study. This written statement must be approved by the student’s advisor and by the director of the graduate program.

SS 690 Special Topics. 3 hours
General Information

Drury University Accreditation
http://www.drury.edu/about/accreditation/

Drury University is accredited by the Higher Learning Commission and is a member of the North Central Association

30 North LaSalle Street Suite 2400
Chicago, Ill. 60602-2504
(312) 263-0456 or (800) 621-7440).
www.ncahigherlearningcommission.org

View Drury University's current accreditation status by clicking on the Higher Learning Commission mark of affiliation to the right.

Drury University's professional programs are accredited by the following:

**Elementary and Secondary Education Programs/Master in Education Programs**
Council for the Accreditation of Educator Preparation (CAEP) 1140 19th St. NW, Suite 400
Washington, DC 20036
(202) 223-0077

**Bachelor of Business Administration / Master in Business Administration** AACSB International,
The Association to Advance Collegiate Schools of Business 777 Harbour Island Boulevard, Suite 750
Tampa, FL 33602
(813) 769-6500
accreditation@aacsb.edu

**ACBSP, the Accreditation Council for Business Schools and Programs**
11520 West 119th Street Overland Park, KS 66213 (913) 339-9356
info@acbsp.org

**Bachelor of Arts in Music, Bachelor of Arts in Music Education, Bachelor of Music Therapy**
National Association of Schools of Music
11250 Roger Bacon Drive, Suite 21
Reston, VA 20190-5248
(703) 437-0700
Non-Discrimination Statement
Approved by Board of Trustees 5-16-14. Updated 10-1-15, Updated 9-1-16

Drury University is an open and welcoming community from a rich variety of cultures, races and socio-economic backgrounds. The mission and goals of the university dedicate the institution to being a community which “affirms the quality and worth of all peoples” and appreciates the “diversity of human culture, language, history and experience.”

Drury University does not discriminate on the basis of disability, race, color, religion, gender, age, sexual orientation, national or ethnic origin, or veteran status in its programs and activities. The following persons have been designated to handle inquiries regarding Drury’s non-discrimination policies:

Coordinator - Non-Discrimination / Harassment & Title IX
Director of Human Resources
Drury University
900 North Benton Avenue
Burnham Hall – Room 107
Springfield, MO 65802
417-873-7854
ssiebert@drury.edu

Deputy Coordinator - Non-Discrimination / Harassment & Title IX
Associate V.P. for Academic Affairs-Operations
Drury University
900 North Benton Avenue
Burnham Hall – Room 204
Springfield, MO 65802
417-873-7473

Deputy Coordinator - Non-Discrimination/Harassment & Title IX
V.P. for Student Affairs / Dean of Students
Drury University
900 North Benton Avenue
Findlay Student Center – Room 201
Springfield, MO 65802
417-873-7215
tjulian@drury.edu
mailto:tjulian@drury.edu

Deputy Coordinator – Non-Discrimination/Harassment & Title IX
Chief of Staff
Drury University
900 North Benton Avenue
Burnham Hall – Room 103
417-873-6829
ajones11@drury.edu
Drury's policies related to non-discrimination and their locations are as follows:

- **Title IX: Sexual Misconduct Policy** – located at [http://www.drury.edu/hr/staff-handbook/713-title-ix-sexual-misconduct-policy/].
- **Disability Support Services for Students** – located at [http://www.drury.edu/disability-support-services/].
- **Equal Employment Opportunity** – located at [http://www.drury.edu/hr/staff-handbook/701-equal-employment-opportunity/].
- **Disability Accommodation for Employees** – located at [http://www.drury.edu/hr/staff-handbook/703-disability-accommodation/]
Memberships
Drury University is a member of the Association of Governing Boards of Universities and Colleges, the Association of American Colleges and Universities, the Associated New American Colleges and Universities, the Council on Undergraduate Research, the Independent Colleges and Universities of Missouri, and the Missouri Colleges Fund. The alumnae of Drury University are eligible for membership in the American Association of University Women.

Drury’s Church Affiliation
It was less than a decade after the end of the Civil War when Drury’s Congregationalist founders, many of whom were abolitionists, chose Springfield, Missouri as the site for a new college. Springfield was selected, in part, because it had been so terribly scarred by war. In an early description of the college’s mission, Nathan Morrison, Drury's first President, wrote that the college sought to “minister to the healing of the horrid wounds made by civil war."

Drury College was founded in 1873 as an "independent church-related" college with a commitment to personalized higher education. Its Congregationalist founders envisioned an institution that would offer all students, regardless of their gender, race or creed, both a sound liberal arts education and a more practical education in various applied studies.

Drury has since maintained relationships with the Christian Church (Disciples of Christ) and the United Church of Christ. The UCC relationship dates back to the founding of the college by Congregationalists from New England. The DOC relationship was established in 1909 with the formal organization of the Drury School of Religion. Both denominational traditions have influenced Drury’s mission.

Today, the Chaplain's Office offers a variety of spiritually-based campus activities for every member of the Drury community.
Faculty and Administration 2018-2019

Endowed Chairs and Professorships
Patricia A. McEachern: Dorothy Jo Barker Endowed Professor of Animal Rights
Daniel Ponder: L.E. Meador Endowed Chair of Political Science

Faculty
(The dates following the names and titles of faculty members represent, first, the date of initial appointment and, second, the date of promotion to present rank)


Branton, Christopher: B.S., Louisiana State University, 1992; Ph.D., Louisiana State University, 1998. Assistant Professor of Computer Science. 2016, 2016.


Carroll, Kathy: B.S., Southwestern Oklahoma State University, 1984; M.S., Texas Women’s University, 1991; Ph.D., University of Toledo, 1997. Associate Professor of Exercise and Sport Science. 2002, 2002.


Davidson, James: B.S.E., Southwest Missouri State University, 2002; M.M., Missouri State University, 2011; D.M.A., The University of Kansas, 2016. Visiting Assistant Professor of Music. 2016, 2016.


Ealy, Megan: B.S., Ball State University, 2005; Ph.D., University of Iowa, 2011. Assistant Professor of Biology. 2017, 2017.


Gibson, Carolyn: B.A., Samford University, 2012; M.S., Georgia Southern University, 2014; Ph.D., University of Alabama, 2018. Assistant Professor of Psychology. 2018, 2018.


Herrington, Rachael L.: B.S., Oklahoma State University, 2002; M.S., Texas A&M University, 2004; Ph.D., Texas A&M University, 2008. Associate Professor of Psychology. 2011, 2018.

High, Kenneth: B.S., Rider College, 1984; M.S., Seton Hall University, 1986; Ph.D., Seton Hall University, 1988. Associate Professor of Chemistry. 1990, 1996.

Hinrichs, Brant: B.S.E., University of Michigan, 1986; M.S. University of Illinois at Urbana-Champaign, 1988; Ph.D., University of Illinois at Urbana-Champaign, 1994. Associate Professor of Physics. 1999, 2006.


Jansen, Kevin P.: B.S., Missouri State University, 1991; M.S., Missouri State University, 1993; Ph.D., University of South Florida, 2001. Associate Professor of Biology. 2009, 2009.


Leinaweaver, Justin: B.S., Florida State University, 2004; M.S., University College Dublin Ireland, 2008; Ph.D., Trinity College Dublin Ireland, 2012. Assistant Professor of Political Science. Director of Institutional Research and Effectiveness. 2012, 2016.


Manpadi, Madhuri: B.S., Osmania University (India), 1997; M.S., Osmania University, 1999; Ph.D., New Mexico Institute of Mining and Technology, 2008. Associate Professor of Chemistry. 2012, 2018.

Marra, Nicholas: B.S., Hope College, 2008; Ph.D., Purdue University, 2013. Assistant Professor of Biology. 2018, 2018.


Mullins, Steve D.:  B.S., Oklahoma State University, 1977; M.S., Oklahoma State University, 1980; Ph.D., Oklahoma State University, 1983. Professor of Economics. 1982, 2010.


Pettijohn, Charles:  B.S.B.A., Missouri Western State University, 1974; M.B.A., Missouri State University, 1976; D.B.A., Louisiana Tech University, 1986. Associate Professor of Marketing. 2013, 2013.


Emeriti Professors


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Peter Meidlinger  Associate Vice President for Academic Affairs-Academic Quality
Marline Faherty  Director of Academic Affairs Support Services
Thomas Russo  Associate Dean for International Programs
Cindy Jones  Registrar
Annette Enloe  Associate Registrar, Data and Technology Manager
Kiley Garges  Associate Registrar, Advising Module Manager
Salia Manis  Associate Registrar, Policy and Procedure
Bryan Beatty  Associate Athletic Director for Compliance and Eligibility
Brant Hinrichs  Director of 3-2 Engineering Dual-Degree Program
Heejung Cromley  Director of International Support Services
Valerie Eastman  Director of 3-2 Occupational Therapy Program
William Garvin  Director of Library and Information Services
TBA  Director of the Teaching and Learning Center
TBA  Coordinator, Women and Gender Studies
Justin Leinaweaver  Director of Institutional Research and Effectiveness
Patricia McEachern  Director of the Forum on Animal Rights
Rebecca Miller  Arts Administration Coordinator
Patrick Moser  Director of Writing Program and Writing Center
Karen Spence  Core (General Education) Coordinator
Daniel Ponder  Washington Center Institute for Experiential Learning Drury Coordinator
Dan Prater  Director of Center for Nonprofit Leadership
Richard Schur  Director of University Honors Program
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Kevin Jansen  Biology
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Jonathan Groves  Communication
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