



ELON UNIVERSITY

McMICH

Graduate Catalog 2007-2008



---

*Elon University programs are built upon the liberal arts and sciences and offer excellent professional preparation. The Martha and Spencer Love School of Business, which offers the MBA, is one of only three business schools at private institutions in North Carolina accredited by the Association to Advance Collegiate Schools of Business (AACSB International). This is the highest standard of achievement for business schools worldwide. The M.Ed. is offered through Elon's School of Education, which is accredited by the National Council for Accreditation of Teacher Education (NCATE). The physical therapy department at Elon offers the DPT and has earned accreditation by the Commission on Accreditation in Physical Therapy Education (CAPTE) of the American Physical Therapy Association (APTA). The Elon University School of Law opened on the Greensboro campus in August 2006 and will apply for provisional approval by the American Bar Association in the fall of 2007. Each of the four graduate programs is stamped with Elon's distinctive academic approach, combining rigorous intellectual activity and practical experience. Small classes and creative, dedicated faculty make the Elon graduate experience personal, challenging, and exciting. I welcome your interest in graduate education at Elon and hope you will give serious consideration to joining our community of scholars.*

iii

*Sincerely,*

A handwritten signature in cursive script that reads "Leo Lambert". The signature is written in black ink and is positioned above the printed name.

*Leo M. Lambert*

*President, Elon University*



# TABLE OF CONTENTS

## **GRADUATE EDUCATION AT ELON..... 1**

MBA.....	1
M.Ed. ....	1
DPT .....	1
J.D. ....	2
Visiting and Contacting Campus .....	2

## **INTRODUCTION ..... 3**

The Mission .....	3
History.....	3
Location.....	4
Degrees and Majors .....	5
Enrollment.....	5
Accreditation .....	5
Library/Technology Center.....	6
Writing Assistance and Computer Services .....	6
Career Services and Professional Placement Assistance .....	6
Parking .....	7

## **The Graduate Admissions Process..... 7**

Basic Requirements .....	7
Application Procedures, Testing, Transfer Credits and Graduate Program Costs ....	7
Forms of Financial Assistance for Graduate Students.....	7
<i>Elon University Payment Program .....</i>	<i>8</i>
<i>Federal Stafford Loan (Subsidized) .....</i>	<i>8</i>
<i>Federal Stafford Loan (Unsubsidized)...</i>	<i>8</i>
<i>The Federal Graduate Plus Loan Program</i>	<i>8</i>
<i>North Carolina Student Loan Program for Health, Science and Mathematics .....</i>	<i>9</i>
<i>American Physical Therapy Association .</i>	<i>9</i>
<i>The News &amp; Record MBA Fellowship .....</i>	<i>9</i>
<i>The Burlington Times-News Elon M.Ed. Fellowship .....</i>	<i>9</i>

<i>Private Sources .....</i>	<i>9</i>
------------------------------	----------

## **Academic Regulations..... 10**

Course Registration .....	10
Changes in Class Schedule .....	10
Dropping Courses .....	10
Graduate Grading System and Quality Points .....	11
Grade Point Average (GPA) .....	11
Continuation Standards and Graduation Requirements .....	12
Access to Student Educational Records .....	12
Transcripts of Student Records .....	12
Changes .....	12
Policies .....	12

## **THE MBA PROGRAM ..... 14**

### **The Curriculum..... 15**

Foundation Courses .....	15
Graduate Courses .....	15
MBA Curriculum .....	15
Accreditation .....	16
Program Learning Objectives.....	17
The Faculty.....	17
Costs .....	17
Refunds.....	18

### **MBA Admissions Requirements and Procedures..... 18**

<i>MBA Admissions Standards.....</i>	<i>19</i>
<i>Transcript Requests.....</i>	<i>19</i>
<i>Recommendations .....</i>	<i>20</i>
Testing for MBA Students: GMAT .....	20
Transfer Credits.....	20
Enrollment Status .....	20
International Students.....	21



Continuation Standards.....	22	<b>Administration</b> .....	41
Graduation and Degree Requirements .....	22	<b>Faculty</b> .....	41
<b>Courses</b> .....	23	<b>THE DPT PROGRAM</b> .....	44
<b>Administration</b> .....	26	A Unique Modular Curriculum .....	45
<b>Faculty</b> .....	26	<i>Year I</i> .....	45
<b>THE M.ED. PROGRAM</b> .....	29	<i>Year II</i> .....	45
<b>Program of Study</b> .....	29	<i>Year III</i> .....	45
The Curriculum .....	29	Accreditation .....	45
Summer Cohort Program .....	30	Program Mission .....	46
Advanced Track .....	30	Program Goals .....	46
Elementary Education (K-6) .....	30	The Faculty .....	46
Gifted Education (K-12) .....	31	Costs .....	47
Special Education (K-12).....	31	Refunds.....	47
Accreditation .....	32	Exceptions to the Institutional Policy .....	47
Program Objectives .....	32	<b>DPT Admissions Requirements and Procedures</b> .....	48
The Faculty .....	32	<i>Transcript Requests</i> .....	49
Costs .....	33	<i>Recommendations</i> .....	49
Refunds.....	33	Testing for DPT Students: GRE .....	49
<b>M.Ed. Admissions Requirements and Procedures</b> .....	35	International Students.....	50
<i>Transcript Requests</i> .....	35	Prerequisite Courses .....	50
<i>Recommendations</i> .....	35	Transfer Credits.....	51
Testing for M.Ed. Students: GRE/MAT.....	35	Continuation Standards.....	51
Transfer Credits.....	35	<b>Graduation and Degree Requirements</b> .....	51
Enrollment Status .....	36	Graduate-level Licensure .....	51
International Students.....	36	<b>Courses and Continuation Standards</b> .....	52
Continuation Standards.....	36	<b>Administration</b> .....	59
Graduation and Degree Requirements .....	37	<b>Faculty</b> .....	59
Graduate-level Licensure .....	37		
<b>Courses</b> .....	37		



# GRADUATE EDUCATION AT ELON

---

Located in the beautiful Piedmont section of North Carolina, Elon University has earned a regional and national reputation for excellence both in undergraduate and graduate programs. Academic innovation is the hallmark of an Elon education, and the Master of Business Administration (MBA), Master of Education (M.Ed.), Doctor of Physical Therapy (DPT) and Juris Doctor (J.D.) programs exemplify Elon's commitment to combining a stimulating classroom environment with opportunities to apply knowledge in a practical setting.

## ***MBA***

In the Elon MBA program, graduate students develop analytical and leadership skills. They learn the theories and concepts inherent in the disciplines of accounting, business administration and economics, and they prepare for business careers requiring innovative leadership, a knowledge of global markets and facility with sophisticated information technology. The distinctive program includes the opportunity to incorporate into their current work the skills and concepts they learn in their graduate courses. The program also includes a regularly scheduled international trip exposing students to foreign markets and the global economy. This program, designed to meet the needs of full-time working professionals, is typically completed within 21 to 33 months.

## ***M.ED.***

The M.Ed. program offers graduate licensure in elementary education (K-6), gifted education (K-12), and special education (K-12). In the M.Ed. program, students hone skills for implementing appropriate instruction, differentiating curriculum for special needs students, and planning and conducting behavior management programs. While skill development is an important aspect of the program, empowering teachers to make professionally mature decisions and developing collaborative leadership and research expertise are emphasized. The M.Ed. Summer Cohort program provides licensed teachers the opportunity to complete the degree in just three summers. The Advanced Track option allows students with degrees outside education to obtain initial and advanced licensure in an integrated program.

## ***DPT***

Graduate students enrolled in the Doctor of Physical Therapy program have unique opportunities to practice specific learning objectives in a variety of clinical settings. The partnership between Alamance Regional Medical

---

Center and Elon's Department of Physical Therapy offers students a wealth of clinical and research opportunities. The philosophy of the DPT program emphasizes critical thinking, active learning, strong clinical experiences, and inquiry-based approaches to treatment and research. The program produces graduates who are highly skilled clinician generalists and compassionate individuals, well prepared for leadership as key members of a health care team.

### **J.D.**

The Elon University School of Law opened in downtown Greensboro, North Carolina, in fall 2006 with a charter class of 100 students. The school builds on Elon University's national reputation for excellence in engaged learning and leadership education. It provides experiential opportunities for law students in a learning laboratory environment, with direct access to the region's major courts, law firms and government and nonprofit agencies. Elon law students acquire excellent knowledge of the law. They develop broad lawyering skills and learn how to listen, communicate, interact effectively and resolve conflict in the broad range of complex situations lawyers confront. They are empowered to improve our system of justice and make the world a better place.

The School of Law produces a separate academic catalog, which can be accessed online at [law.elon.edu](http://law.elon.edu).

### **VISITING AND CONTACTING CAMPUS**

Visitors to the university are welcome at all times. Administrative offices are open Monday through Friday from 8 a.m. until 5 p.m. The Office of Graduate Admissions is located on the Elon campus in the Powell building, suite 101, and can be reached at 336-278-7600 or 800-334-8448, ext. 3 (Fax: 336-278-7699). You may also wish to contact us by e-mail at [gradadm@elon.edu](mailto:gradadm@elon.edu). For information about visiting the School of Law, contact the admissions office at 336-279-9200 or [law@elon.edu](mailto:law@elon.edu).

Elon University does not discriminate with regard to race, color, religion, sex, age, national or ethnic origin, veteran status or disability in the recruitment and admission of students, the recruitment and employment of faculty and staff or the operation of any of its programs. Students with documented disabilities may request in writing reasonable special services and accommodations. Questions should be directed to Ms. Priscilla Lipe, disability services coordinator, Duke 108H, 336-278-6500. The university's Section 504 coordinator for students and Title IX coordinator is Ms. Jana Lynn Patterson, Moseley 206, 336-278-7200. The university's Section 504 coordinator for applicants and current employees is Mr. Ronald Klepyck, 314 W. Haggard Ave., 336-278-5560.

# INTRODUCTION

---

## ***THE MISSION OF ELON UNIVERSITY GRADUATE PROGRAMS***

Through its graduate programs, Elon University gives students the opportunity to acquire a high level of competence in their fields of interest and to gain significant experience in the application of advanced knowledge and skills. Graduate programs offered at Elon foster a stimulating intellectual community based upon close interaction with faculty, academic engagement with peers in and out of the classroom, and a university environment fully committed to supporting inquiry and research. Graduates from Elon's advanced degree programs are prepared to assume positions as active professionals committed to continued learning and to the advancement of their professions.

Elon University offers graduate programs that are:

- Connected to the university's undergraduate programs, building on existing strengths and contributing to the enhancement of the quality of the undergraduate experience
- Committed to the broad perspective of arts and sciences
- Distinctive, excellent in overall quality and responsive to the needs of society
- Committed to the intellectual growth and development of each student
- Supportive of both faculty and student scholarly activity and its dissemination to the appropriate community of scholars and practitioners.

3

## ***HISTORY***

Elon University is a private, co-educational, comprehensive university. Founded in 1889 by the Christian Church (now United Church of Christ), it is the third largest of North Carolina's 36 private colleges and universities.

During the 1980s, Elon experienced a decade of unprecedented growth. During this time, applications doubled and enrollment increased 35 percent, making Elon one of the fastest-growing institutions in the region. Dozens of academic and student life programs were added to enrich the quality of an Elon education. Special classes and volunteer programs were developed to provide students with leadership and service opportunities. In fall 1984, the university began offering a Master of Business Administration

---

degree through the Martha and Spencer Love School of Business. In fall 1986, a Master of Education degree was added, and in 1997, a Master of Physical Therapy degree program was established. In 2003, the Doctor of Physical Therapy replaced the MPT. The Elon University School of Law opened in fall 2006.

Also during the '80s and '90s, the university's physical plant grew. Total campus acreage doubled, square footage of buildings increased and significant new facilities were added, including **Carol Grotnes Belk Library**, featuring 75,000 square feet with 222 computers, networked study rooms and multimedia and audiovisual stations; **Dalton L. McMichael Sr. Science Center**, providing 81,000 square feet of research laboratories, high-tech instrumentation and computer technology; **Moseley Campus Center**, a 74,000-square-foot student center; and **Koury Center**, a physical education, athletics and recreation complex. In the early part of the new century, Elon opened **Rhodes Stadium, Belk Track, White Field** and the three pavilions in the **Academic Village**.

In the summer of 2006, Elon opened the three-story, 60,000-square-foot **Koury Business Center**, home of Elon's Martha and Spencer Love School of Business. The Center includes the LaRose Digital Theatre; the LabCorp Suite for Executive Education; the William Garrard Reed Finance Center with real-time data from global financial markets; and the James B. and Anne Ellington Powell Lobby.

As a result of these accomplishments, the 2007 *U.S. News & World Report's America's Best Colleges* ranked Elon 3rd among 127 master's-level Southern colleges and universities.

## **LOCATION**

Elon's historic campus is ideally situated on almost 580 acres in central North Carolina, adjacent to Burlington, a city of 50,000. Elon's brick sidewalks, Georgian architecture and state-of-the-art facilities are surrounded by majestic oak trees and lovely gardens. The university is a 40-minute drive from UNC-Chapel Hill and Duke University, and 30 minutes from Greensboro, a city that regularly offers major concerts and sporting events. A dozen other colleges and universities are less than an hour away.

Downtown Greensboro is also the location of the new Elon School of Law, an 84,000-square-foot facility including a new multimillion-dollar library collection, wireless technology, courtroom and specialized labs and classrooms, adjacent to federal and state courts, government offices and major law firms.

Airline services are conveniently located at the Piedmont Triad International Airport in Greensboro and at the Raleigh-Durham International Airport. Amtrak serves Greensboro and Raleigh with daily connections to Burlington.



### **DEGREES AND MAJORS**

Elon University offers 50 major fields of study leading to the bachelor of arts, bachelor of fine arts or bachelor of science degree. The university also offers a dual-degree engineering program in cooperation with Columbia University, Penn State University, Georgia Tech, North Carolina A&T State University, North Carolina State University, Virginia Tech and Washington University in St. Louis.

Elon's graduate programs include a Master of Business Administration (MBA) at the Martha and Spencer Love School of Business; a Master of Education (M.Ed.) with specialty areas in elementary, gifted and special education; a doctor of physical therapy (DPT); and the juris doctor (J.D.) degree.

### **ENROLLMENT**

With approximately 550 graduate and 4,800 undergraduate students, Elon is smaller than most universities. Students come from 46 states and 42 other nations, with 67 percent of enrollment coming from outside North Carolina. At Elon you won't be lost in a crowd, but you will meet and interact with many new people.

### **ACCREDITATION**

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501) to award bachelor's and master's degrees, the doctor of physical therapy degree, and the juris doctor degree.

The Master of Business Administration program is accredited by AACSB International – The Association to Advance Collegiate Schools of Business.

---

The Master of Education program is accredited by the National Council for Accreditation of Teacher Education and by the North Carolina State Department of Public Instruction.

The Doctor of Physical Therapy Program is accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association (1111 North Fairfax Street, Alexandria, VA 22314; phone: 703-706-3245).

The Juris Doctor program will apply for provisional accreditation by the American Bar Association in fall 2007.

### ***LIBRARY/TECHNOLOGY CENTER***

The state-of-the-art Belk Library features the latest in information technology and is located at the center of campus, convenient to all graduate classrooms. It is uniquely designed to integrate print, electronic and audiovisual resources, with an extensive program of research, tutoring and technical support available during all hours of operation to assist students and faculty. More than 200 Macintosh and Windows desktop computers and wireless laptop computers offer access to the online catalog and the Internet. Students can choose among a wide variety of individual and group study spaces while using the more than 270,000 volumes, government documents and media resources. More than 24,000 online journals are available, as well as an extensive video and audio collection.

Belk Library also houses the Tutoring and Writing Center and the Faculty Resource Center. Please visit [www.elon.edu/library](http://www.elon.edu/library) for more information.

### ***WRITING ASSISTANCE AND COMPUTER SERVICES***

Elon has a well-established writing center located in Belk Library. Graduate students seeking assistance with writing may utilize the services of the center, including one-on-one tutoring, without charge. Graduate students may use computer labs with Internet access, and they can set up free e-mail accounts. Staff members are available to provide assistance. There are approximately 940 computer work stations on campus in 50 computer labs.

### ***CAREER SERVICES AND PROFESSIONAL PLACEMENT ASSISTANCE***

The Career Center, located in Duke building, assists graduate students individually as they identify their career direction and finalize their career search. The Career Center has incorporated modern technology to provide effective student/employer matches and to assist students in accessing current employer literature. Programs for graduate students include resume referral to employers, individual job search assistance, job vacancy lists, and workshops on resume writing and job interviewing. For details, please visit [www.elon.edu/careers](http://www.elon.edu/careers).

---

## **PARKING**

Student parking at Elon is convenient and easily accessible. For full-time students enrolled in the DPT program, the annual fee is \$40. No parking fees apply for graduate students enrolled in the MBA or M.Ed. program.

## **THE GRADUATE ADMISSIONS PROCESS**

Elon's admissions policy encourages the selection of students who have demonstrated both academic ability and talent in their field. Each application is considered in light of all completed academic work, test scores, evidence of leadership and motivation, work history, credentials and letters of recommendation.

Applicants should consult the section in this catalog dealing with their desired degree for specific admissions requirements. This information, as well as an application, can also be obtained from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244** or the **Elon Graduate Admissions Web site at [www.elon.edu/graduate](http://www.elon.edu/graduate)**. Please note that undergraduates are not permitted to register for graduate courses.

## **BASIC REQUIREMENTS**

- Evidence of an earned bachelor's degree from an accredited college or university
- Strong undergraduate record
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Three letters of recommendation
- TOEFL scores for international students, unless English is the student's native language or the language of instruction

## **APPLICATION PROCEDURES, TESTING, TRANSFER CREDITS AND GRADUATE PROGRAM COSTS**

Since all of Elon's graduate programs differ in application procedures, testing, transfer credits and program costs, graduate students should consult the section in this catalog dealing with their desired degree for program-specific information.

## **FORMS OF FINANCIAL ASSISTANCE FOR GRADUATE STUDENTS**

Elon is committed to assisting eligible students in securing the necessary funds for their graduate school program. To the extent possible, eligible students receive assistance through careful planning and through accessing various forms of financial assistance.

In order to receive any type of university, state or federal funding, students must demonstrate satisfactory academic progress toward the com-

---

pletion of graduate degree requirements. No financial assistance is offered until an applicant has been accepted for admission to a graduate program.

### ***Elon University Payment Program***

Elon offers a payment plan to all graduate students. The plan requires an initial payment of one-third of the total cost of the program with the remainder divided into two equal payments. For further information on this payment plan, contact the Office of Graduate Admissions at 800-334-8448, ext. 3. Students must submit a new application for each semester.

In addition, the university accepts American Express, VISA, MasterCard and Discover Card for payment of tuition and books.

### ***Federal Stafford Loan (Subsidized)***

Fixed 6.8% loans may be awarded to fully admitted students who register for at least half time and who demonstrate financial need. These loans are federally guaranteed. With these loans, no interest accrues, nor is any payment due, until six months after the student graduates or ceases to be enrolled at least half-time. Students must file the Free Application for Federal Student Aid (FAFSA) and the Elon University Financial Aid Form to be considered for this program. These forms are available in the Financial Planning Office, 336-278-7640.

### ***Federal Stafford Loan (Unsubsidized)***

Fixed 6.8% loans may be awarded to fully admitted students who are enrolled at least half time. Students do not need to demonstrate financial need to qualify for this program. These loans are federally insured, and no payment of principal is due until six months after the student ceases to be at least a half-time student or graduates. However, borrowers do not qualify for the federal interest subsidy, and interest accrues while the student is enrolled in school. Students must file the FAFSA and the Elon University Financial Aid form to be considered for this program. These forms are available in the Financial Planning Office, 336-278-7640.

### ***The Federal Graduate PLUS Loan Program***

For students who need financial assistance beyond the \$20,500 Stafford Loan maximum, there is the federal Graduate PLUS loan program. The PLUS loan allows for the deferment of repayment while the student is enrolled. The PLUS loan carries a fixed 8.5% interest rate. The maximum amount a student may borrow from the PLUS Loan program is Elon's Cost of Attendance less any Stafford Loans and other forms of financial aid a student may be receiving. Information about the Graduate PLUS Loan may be obtained from the Office of Financial Planning.

---

### ***North Carolina Student Loan Program for Health, Science and Mathematics***

Need-based loans are available for residents of North Carolina who are unconditionally accepted into a graduate program in mathematics, health or science fields. These loans are administered by the North Carolina State Education Assistance Authority. For a brochure and application, call 800-600-3453, visit [www.CFNC.org](http://www.CFNC.org) or write N.C. Health, Science and Math Student Loan Program, P.O. Box 14223, Research Triangle Park, NC 27709-4223.

*Please note that federal and state loan programs are not available to international students.*

### ***American Physical Therapy Association***

Doctor of Physical Therapy students are encouraged to contact the American Physical Therapy Association at 800-999-2782 to obtain the Financial Assistance Resource Guide. This publication lists scholarships, awards, grants and fellowships available to students and physical therapists. Minority students are encouraged to request the Minority Scholarship Financial Aid Information Packet. Copies are available in the Financial Planning Office and the Department of Physical Therapy Education.

### ***The News & Record MBA Fellowship***

*The News & Record* sponsors two full-tuition fellowships, which are awarded annually to incoming students (one in August and one in February) who have demonstrated academic ability, professional leadership and managerial promise. For more information, visit the Web site at [www.elon.edu/mba](http://www.elon.edu/mba).

### ***The Burlington Times-News Elon M.Ed. Fellowship***

*The Times-News* sponsors two full-tuition fellowships, which are awarded annually to incoming students who have demonstrated academic ability, professional leadership and teaching promise. For more information, visit the Web site at [www.elon.edu/med](http://www.elon.edu/med).

### ***Private Sources***

Many companies, corporations, foundations and school systems offer assistance to students based on a variety of qualifications. Students should investigate policies of their employers and check with the many local civic organizations to determine the availability of such funds and their application procedures.



## **ACADEMIC REGULATIONS**

10

### **COURSE REGISTRATION**

Registration information is available to all students prior to registration. Students are expected to register themselves on designated days. Registration includes academic advising, selection of courses and payment of fees. As part of the preregistration/registration process, graduate faculty are available to offer advice concerning scheduling of courses and assisting with registration.

Undergraduates are not permitted to register for graduate courses.

### **CHANGES IN CLASS SCHEDULE**

The university reserves the right to cancel or discontinue any course because of small enrollment or for other reasons deemed necessary. In order to assure quality instruction, the university reserves the right to close registration when the maximum enrollment has been reached and to make changes in schedule and/or faculty when necessary.

### **DROPPING COURSES**

A student may officially drop any class with a “W” (withdraw without penalty) halfway through the term, which includes the week of examinations. The withdrawal period applies to programs following the regular semesters and the summer sessions. After that date, no class may be dropped. Any exception to this policy is the responsibility of the appropriate academic dean’s office.

---

A course dropped without permission of the Registrar is automatically graded “F”

A student who withdraws from the university for any reason (except for a medical reason) receives grades of “W” if the withdrawal is before the designated half-term time period. After this time a student will receive a “W” or “F” depending on his/her grades at the time of withdrawal.

### **GRADUATE GRADING SYSTEM AND QUALITY POINTS**

Graduation is dependent upon the quality as well as the quantity of work completed.

Letter grades are used. They are interpreted in the following table, with the quality points for each hour of credit shown at right:

<i>Grade</i>		<i>Quality Points</i>
A	Distinguished	4.0
A-	Excellent	3.7
B+	Above average	3.3
B	Average	3.0
B-	Below average	2.7
C	Unsatisfactory	2.0
F	Failure	0
I	Incomplete	0
WD	Medical withdrawal	0
W	Withdrawal	0
NR	No report	0

*Pluses and minuses added to the letter grade pertain only to the MBA program. For the DPT grading system, please refer to the DPT Student Handbook. Grades of “A” through “F” are permanent grades and may not be changed except in case of error. After a professor has certified a grade to the Registrar, he or she may change it before the end of the next regular grading period. The change must be made in writing and have the written approval of the program director/committee chairperson.*

An “I” grade signifies incomplete work because of illness, emergency, extreme hardship or self-paced courses. It is not given for a student missing the final examination unless excused by the Dean of Academic Affairs upon communication from the student. After the date designated on the appropriate academic calendar, “I” grades automatically change to “F” unless an extension is granted by the Dean of Academic Affairs.

### **GRADE POINT AVERAGE (GPA)**

The grade point average is computed by dividing the total quality points on work attempted at Elon University by the number of hours attempted, except for courses with grades of “WD,” “W” or “S.”



### ***CONTINUATION STANDARDS AND GRADUATION REQUIREMENTS***

Since all of Elon's graduate programs differ in continuation standards and graduation requirements, graduate students should consult the section in this catalog dealing with their desired degree for program-specific information.

### ***ACCESS TO STUDENT EDUCATIONAL RECORDS***

Elon University complies with the Family Educational Rights and Privacy Act of 1974. This act protects the privacy of educational records, establishes the right of students to inspect and review their educational records, and provides guidelines for the correction of inaccurate or misleading data through informal and formal hearings. Students also have the right to file complaints with the Family Educational Rights and Privacy Act Office concerning alleged failures by the institution to comply with the act.

Questions concerning the Family Educational Rights and Privacy Act may be referred to the Office of the Registrar.

### ***TRANSCRIPTS OF STUDENT RECORDS***

Requests for copies of a student's record should be made to the **Office of the Registrar, 2106 Campus Box, Elon, NC 27244**. All graduate transcripts reflect the student's complete graduate academic record. No transcripts will be issued without the written authorization of the student. No transcript is issued for a student who has a financial obligation to the university.

### ***CHANGES***

Adequate notice will be given to enrolled students as changes are made in the graduate programs.

### ***POLICIES***

Instructional and financial policies not covered in this document will follow those printed in the official Elon University Academic Catalog. Students may obtain a copy of this catalog from the **Office of Admissions, 2700 Campus Box, Elon, NC 27244**. The catalog is also available online at [www.elon.edu/catalog](http://www.elon.edu/catalog).



# THE MBA PROGRAM

The mission of Elon University's Martha and Spencer Love School of Business is "to provide instruction and experiences for our students so they graduate with the knowledge, skills and character essential for responsible business leadership in the 21st century."

# THE MBA PROGRAM

## ***AN OUTSTANDING EDUCATIONAL OPPORTUNITY***

To succeed and to progress in their careers, modern managers need to be strong leaders, effective communicators and marketing experts. They must also be well versed in mathematics, accounting, economic theories, financial issues, legal perspectives and organizational structures. These managers must recognize ethical issues and social changes which impact both their organizations and the business community. They must have a sophisticated appreciation of the private enterprise market system as well as an understanding of the global market economy.

The Martha and Spencer Love School of Business MBA program is designed to help today's managers meet the challenges of a progressively dynamic, less predictable, more closely-knit business world. The program prepares individuals to make the next step in career development, personal growth and career advancement.

14

## ***AN INTEGRATED PROGRAM OF STUDY BASED ON LEADERSHIP DEVELOPMENT***

The Elon MBA program is designed to develop students' leadership capabilities. Students begin their leadership development by completing and receiving feedback on a unique assessment instrument, which they then apply in the writing of their Personal Development Plan (PDP). The PDP is revisited throughout the program as a checkpoint for measuring progress in their personal and leadership development.

The integrated nature of the program also enhances leadership development. The first course includes a two-day simulation, which requires students to think, act and solve problems like business owners. Students then take courses in the fundamental business disciplines — accounting, economics and management — which provide the opportunity to apply to their place of work the skills that they are learning in the classroom. As they near completion of the program, students again assemble to complete a short, intensive course involving higher-level leadership assessment and a business simulation. After completing additional courses in marketing, finance, management, leadership and selected electives, students complete their program with the ultimate integrated experience, a project requiring them to consult with a local or regional business, or, for those with entrepreneurial objectives, a business plan for a startup.

## THE CURRICULUM

The MBA program allows students the opportunity to complete the program at their own pace for up to six years. Take one course at a time and finish your degree in 33 months, or take two classes at a time and finish in 21 months. And the curriculum even allows for a semester off. You decide your timetable.

### FOUNDATION COURSES

The following foundational undergraduate courses, completed with a grade of “C” or better, are required in the Elon MBA program:

- Finance
- Financial Accounting
- Microeconomics
- Statistics

Applicants who have completed all other requirements for admission but have not completed the above courses as part of their undergraduate studies may take these courses concurrently at Elon or elsewhere.

### GRADUATE COURSES

The following graduate courses are required in the Elon MBA program:

- Goal Setting & Career Development I
- Goal Setting & Career Development II
- Enhancing Managerial Communications
- Economic Policy and the Global Environment
- Accounting for Managerial Decisions
- Marketing Management
- Financial Management
- Management Operations, Science & Systems
- Applications in Management & Organizational Theory
- Management Practice Workshop I
- Management Practice Workshop II
- International Business
- Facilitating Change: The Consulting Process

### MBA CURRICULUM

<i>Undergraduate Courses</i>	<i>Credit Hours</i>
Finance	3
Financial Accounting	3
Microeconomics	3
Statistics	3
<b>Total (Undergraduate)</b>	<b>12</b>

<i>Graduate Courses</i>	<i>Credit Hours</i>
<b>Required Courses (33 hours):</b>	
MBA 501: Goal Setting & Career Development I	1.5
MBA 502: Goal Setting & Career Development II	1.5
MBA 511: Enhancing Managerial Communications	3
MBA 521: Economic Policy and the Global Environment	3
MBA 531: Accounting for Managerial Decisions	3
MBA 541: Marketing Management	3
MBA 551: Financial Management	3
MBA 561: Management Operations, Science & Systems	3
MBA 562: Applications in Management & Organizational Theory	3
MBA 563: Management Practice Workshop I	1.5
MBA 564: Management Practice Workshop II	1.5
MBA 581: International Business	3
MBA 585: Facilitating Change: The Consulting Process	3
<b>Elective Courses (6 hours):</b>	<b>6</b>
<i>(Representative list only; others will be added as needed)</i>	
MBA 571: Management Practice Advanced Applications I	1.5
MBA 572: Management Practice Advanced Applications II	1.5
MBA 591: Entrepreneurship I	3
MBA 592: Entrepreneurship II	3
MBA 593: Topics in Advanced Economic Analysis	3
MBA 594: Topics in Advanced Financial Analysis	3
MBA 595: Topics in Applied Management	3
MBA 596: Healthcare Management: Issues & Analysis	3
<hr/>	
<b>Total (Graduate)</b>	<b>39</b>
<hr/>	
<b>Total MBA Credit Hours</b>	<b>51</b>

## **CLASS SCHEDULE AND COURSE LOAD**

The Martha and Spencer Love School of Business schedules classes to allow MBA students who are working full time to attend graduate school part time. All courses are taught year-round in the evenings.

During the fall, winter and spring semesters, classes are scheduled Monday - Thursday from 6 - 9 p.m. Each class meets one evening per week for 10 weeks. Each class will include approximately 45 minutes of instruction outside of class time (for example, an online component). Many students enroll in two courses each semester and attend classes two nights a week. Summer schedules may vary.

## **ACCREDITATION**

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501; www.sacs.org) to award bachelor's and master's degrees, the doctor of physical therapy degree, and the juris doctor degree. The MBA Program is accredited by AACSB

International – The Association to Advance Collegiate Schools of Business (www.aacsb.edu).

### **PROGRAM LEARNING OBJECTIVES**

The principal objective of the Martha and Spencer Love School of Business MBA program is to produce excellent business and organizational leaders. Theory and practice in decision making are stressed throughout the program, with particular emphasis on problem solving. Computer applications are frequent as are assignments which involve communication skills.

Upon completion of the MBA program, students will demonstrate:

- A command of ethics and of ethical business practices
- Effective and innovative organizational leadership
- The analytical skills required of outstanding business leaders, including economic, financial, technological, marketing and management skills
- The ability to lead organizations participating in the global environment of business.

### **THE FACULTY**

The faculty of the Martha and Spencer Love School of Business have a well-earned reputation for their enthusiasm in bringing their knowledge and experience to the classroom. They have earned postgraduate degrees from some of the finest business schools in the country. They have varied executive experience with large and small, well-established and entrepreneurial firms, and manufacturing, service, scientific and financial organizations. Therefore, they bring to the classroom a mixture of practical and theoretical experience and training, assuring their students an exposure to many viewpoints and many methods of approaching business problems.

The business school faculty are theorists, practitioners and teachers. They are engaged in research and actively consult with business and industrial firms. All, however, put teaching and serving the students first. Research and consulting are pursued to improve effectiveness in the classroom, not as ends in themselves.

Elon's classes are small, and faculty members are accessible. This atmosphere of personal attention, combined with dedication to teaching and reasonable cost, sets the Martha and Spencer Love School of Business MBA program apart from others.

### **COSTS**

Reasonable cost is one of the major benefits of the Martha and Spencer Love School of Business MBA. Tuition is priced well within the reach of today's professionals. Many companies, recognizing advanced education as an investment, will pay all or part of an employee's expense.

In addition, Elon offers a deferred payment plan for fall, winter and spring semesters, and some loans and fellowships are available. (Please see Forms of Financial Assistance for Graduate Students in the front section of this catalog.)

Graduate tuition (per credit).....	\$440
Graduation fee: master's degree.....	\$110
Miscellaneous:	
Late payment .....	\$30
Late registration/re-enrollment during term.....	\$25
Payment plan fee.....	\$10
Returned check fine .....	\$20
Transcripts.....	\$5

Grades, diplomas and transcripts will be withheld until a student's financial obligations to the university are settled.

A student cannot register for further coursework until financial obligations to the university are paid.

**REFUNDS**

***Fall and Spring Semesters***

Tuition and fees are refunded on a pro rata basis during the first eight weeks of the semester. Any part of a week will be considered as a full week for all pro rata charges.

1st week pro rata charge .....	5%
2nd week pro rata charge .....	20%
3rd week pro rata charge .....	40%
4th week pro rata charge .....	60%
5th week pro rata charge .....	75%
6th week.....	no refund

***Summer Sessions***

In the summer sessions, enrollment dropped by 4 p.m. on the days listed below will warrant the corresponding refund:

1st day of class.....	100%
2nd day of class .....	90%
3rd day of class.....	50%
4th, 5th, 6th day of class .....	25%
7th day of class.....	no refund

**MBA ADMISSIONS REQUIREMENTS AND PROCEDURES**

The MBA admissions policy is designed to select outstanding students who have demonstrated academic ability, professional leadership and managerial promise. Each applicant is considered in light of all completed academic

work, test scores, evidence of leadership and motivation, professional experience and credentials, and letters of recommendation.

Application materials are available from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**, on the **Elon Graduate Admissions Web site at [www.elon.edu/graduate](http://www.elon.edu/graduate)** or by calling toll-free **800-334-8448, ext. 3**.

Completed applications should be sent directly to the Office of Graduate Admissions and must include:

- Evidence of an earned bachelor's degree from an accredited college or university
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Graduate Management Admission Test (GMAT) examination taken within the last five years (This requirement may be waived if an applicant possesses a master's degree.)
- Two years of professional work experience
- Three letters of recommendation; two from supervisors and one other
- A completed application form with a \$50 nonrefundable fee (check or money order made payable to Elon University)
- The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required. English translations of transcripts and explanations of grading systems are required.

### ***MBA Admissions Standards***

Elon employs the following admissions-based formula as the key instrument in its evaluation of applicants: Cumulative GPA of candidate multiplied by 200 + GMAT score. A minimum acceptable score of 1000 is required. A minimum GPA of 2.5 for undergraduate work and a GMAT score of 470 is required. Application review also strongly considers a student's professional experience and letters of recommendation. The MBA admissions committee may occasionally request interviews with selected applicants.

Exceptions to these requirements may be considered under special circumstances.

### ***Transcript Requests***

Contact the registrar of each college or university attended to have an official copy of all transcripts mailed to Elon University. Transcripts should be

mailed directly to the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**. Applicants currently enrolled should request a transcript showing completed academic work through the most recent semester of enrollment; a final transcript will also be required.

### ***Recommendations***

Applicants should send recommendation forms to each designated individual. Those requested to provide recommendations should be aware of the applicant's academic abilities and professional potential; supervisors are preferred, not family and friends. Recommendations are confidential.

Each recommender should complete the form and return it directly to the Office of Graduate Admissions.

### ***TESTING FOR MBA STUDENTS: GMAT***

Applicants to the MBA program are required to take the Graduate Management Admission Test (GMAT) prior to admission to the program. The GMAT is a computer-based test and is available year round at select test centers throughout North Carolina. Call 800-GMAT-NOW for a directory of testing centers nearest you. Students must request their GMAT scores be sent directly to Elon University. Elon's GMAT program code is BF18488.

GMAT registration bulletins may be obtained from the Office of Graduate Admissions at Elon University or via the Internet at [www.mba.com](http://www.mba.com).

### ***TRANSFER CREDITS***

A student enrolled in the MBA program may be permitted to transfer up to 9 semester hours of appropriate graduate credit from another AACSB-accredited graduate school, either upon entering the program or due to relocation at the end of the program. Students are not allowed to transfer credits while enrolled except under special circumstances and with the approval of the MBA director. Students applying for transfer admission must complete the regular MBA application and submit all credentials including an official copy of graduate work to date. Depending on the courses being considered for transfer and the candidate's success in them, the Graduate Management Admission Test may be used in the admissions process.

For transfer credits, grades earned at another graduate school must be at least a "B," and the credit must not be more than six calendar years old at the time of degree completion at Elon. No graduate credit will be allowed for excess credits completed in an undergraduate classification in any institution. No graduate credit will be allowed for correspondence courses.

## **ENROLLMENT STATUS**

After formal application to the MBA program, students may be allowed to enroll in one of the following categories:

- Regular admission to Elon's MBA program is granted to students who meet all the established requirements for entrance. The Application for Graduate Admission form is required for all degree-seeking students.
- Special admission is for the nondegree-seeking student who has completed a baccalaureate degree program and is interested in taking courses for transfer credit. An MBA Special Student Application form is required for admission. Students enrolled in the special admission category who want to pursue the graduate degree must complete the application process for regular admission.

## **INTERNATIONAL STUDENTS**

Because several months may be required to receive and process forms from international applicants, applications and complete documentation should be submitted as early as possible. The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required for admission to any graduate program at Elon. Exceptions to this requirement may be considered under special circumstances. In addition, a completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.

### **Requirements for International Students on F-1 Visas**

In addition to MBA Admissions Requirements, F-1 student applications must include:

- The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required.
- English translations of transcripts and explanations of grading systems are required if the transcripts are from institution(s) outside the United States.
- A completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.
- Medical and immunization records.

To maintain F-1 status, students must:

- Enroll in the program on a full-time basis. F-1 students are required to complete the program in 21 months.
- Maintain continuous enrollment with a minimum of 6 credit hours per semester (fall and spring), 3 credit hours in Winter Term and 3 credit hours in each summer session (I and II).
- Have medical insurance during the period of enrollment as F-1 students.
- Report to the Isabella Cannon Centre for International Studies (Carlton 113) at the beginning of each academic term and at any time that changes in academic or financial status occur.

### **CONTINUATION STANDARDS**

Graduate students who fail to maintain a cumulative grade point average of at least 3.0 will be placed on academic probation and subject to dismissal from the program. Any student who receives an “F” grade or two “C” grades is dismissed from the program. A student may request re-admission to the program by writing a letter to the dean indicating why re-admission should be granted. The dean, advised by the MBA director, MBA chair and faculty committee, will determine whether to grant the request. If the request is approved, a student can retake a particular course only once and the course being repeated cannot be taken in combination with any other courses. The grade in the course that is retaken must be “B” or better, or the student will not be allowed to continue in the program. A student may use the appeal process only once.

### **GRADUATION AND DEGREE REQUIREMENTS**

To earn an MBA degree, the graduate student must:

- Have an overall minimum grade point average of 3.0 in all graduate courses.
- Submit an application for graduation to the Registrar by Oct. 15 preceding graduation date. Students completing coursework during summer must apply to the Registrar by June 15.
- Satisfactorily complete 51 hours (39 graduate credits and 12 credits for 4 foundational undergraduate courses) within six calendar years.
- Successfully complete the Capstone Experience, which demonstrates the student’s ability to think critically, communicate clearly to management and integrate all business functions appropriately.

*It is the student’s responsibility to be familiar with the preceding requirements for graduation.*

## COURSES

### MBA 501

1.5 sh

#### Goal Setting & Career Development I

This course is the first step in the development of the path that students will take as they move through the MBA program. The course focuses on three core activities. First, they will work on the development of goals they hope to achieve in their MBA education. Next, students will discuss and receive individualized guidance from 360 Degree feedback assessments designed to help them improve and enhance critical career and professional skills. Finally, students participate in an experiential exercise that introduces them to the role of business in society and the basics of business success. The importance of leadership in this environment is stressed.

### MBA 502

1.5 sh

#### Goal Setting & Career Development II

Taken as students near completion of the MBA program, this course revisits topics addressed in MBA 501. The course combines a look back with a look forward. Students will evaluate progress they made in reaching the goals set as they began the program and articulate new goals focused on the next phase in their careers. They will again participate in a 360 Degree feedback exercise designed to help them assess how their management skills may have changed as a result of their experience in the program as well as highlight areas that should be addressed as they enter the next phase of their careers. They will also participate in activities that enable them to analyze and apply the leadership skills they have developed in their program of study.

### MBA 511

3 sh

#### Enhancing Managerial Communications

This course focuses on the development of skills and behaviors required for successful leadership. Emphasis is placed on enhancing the students' communication skills, both written and oral. Extensive coverage of the techniques of report preparation and presentation, negotiations and public speaking are included. This course is designed to follow immediately after MBA 501.

### MBA 521

3 sh

#### Economic Policy and the Global Environment

An application of microeconomic theory to management decisions. A review of traditional neoclassical production and cost theory is used as a platform to delve into modern business economics. The focus is on how firms fit in the analysis of market activity, how economists see the problem of organizing economic activity, understanding when markets solve that problem and why sometimes they do not. The course ends with an examination of the impact of macroeconomic policies (fiscal and others) on business decisions, and the importance and impact of these decisions on businesses when viewed from a global economic perspective.

### MBA 531

3 sh

#### Accounting for Managerial Decisions

The use of accounting information in management decision making is examined. Specific topics include cost/volume/profit analysis; product costing systems; use of accounting data in pricing, capital expenditures and product decisions; and planning and control systems, including budgeting and measures of divisional performance.

### MBA 541

3 sh

#### Marketing Management

Concepts and techniques of planning, implementing and controlling the marketing function are the focus of this in-depth study. Monitoring conditions and assessing opportunities, delineating target markets, consumer/buyer research and planning, and strategy procedures are given considerable attention.

### MBA 551

3 sh

#### Financial Management

Selected topics in corporate finance are examined through case and seminar approach. Major topics include enterprise valuation, risk management strategies using financial derivatives such as options and futures, and international financial management.

**MBA 561** *3 sh*  
**Management Operations, Science & Systems**

Managers face constant challenges when designing and implementing improvements in business processes for manufacturing and service organizations. This course provides tools for the assessment of performance, analysis of business processes, the evaluation and implementation of process change. Integration of information systems technology within and across organizational boundaries is often a critical component of the change process. Effective use of information technology requires an understanding of database tools and the relationship between process and information flows. This course introduces database tools for managing and analyzing organizational information and explores the implications of emerging eCommerce, supply chain and cross-functional software applications.

**MBA 562** *3 sh*  
**Applications in Management & Organizational Theory**

The second in our series of three courses (511, 562, 575) that focus on the development of the skills needed to manage and lead organizations. Analysis of work behavior from the viewpoint of both behavioral research and managerial practice. Understanding of issues such as motivation, individual differences and managing change provides students with foundation needed for managing performance, quality and operations. Students will focus on the traditional and nontraditional approaches to leadership, followership, to understanding leaders and leadership.

**MBA 563** *1.5 sh*  
**Management Practice Workshop I**

The first of two Management Workshops. These are half-semester experiences that integrate material from the MBA core courses. Working in teams, students participate in active, project-oriented workshop experiences that stress the application of course-based knowledge. This course should be taken at the mid-point in a student's program. Students should have completed MBA 521, 531 and 541 when this course is taken.

**MBA 564** *1.5 sh*  
**Management Practice Workshop II**

The second of two Management Workshops. This course is to be completed towards the conclusion of the program and assumes and expects the application of a more advanced set of skills. As with Management Practice Workshop I, students will work in teams on active, project-oriented workshop experiences that explore the overall strategy of a firm. MBA 551, 561 and 562 should have been completed when this course is taken.

**MBA 581** *3 sh*  
**International Business**

The nature of this course will be to research and analyze the key components involved in establishing and operating an international business. International trade mechanisms and the operations of facilities abroad are analyzed. A major thrust of the course is the study of foreign exchange and international money markets, balance of payments adjustments, the legal environment of international trade, and the assessment of socioeconomic and political conditions in trading-partner and/or host countries. We will discuss strategic positioning, organizational structure, and legal, financial and regulatory requirements. One option available to students enrolled in the course is the opportunity to visit a foreign country, a trip that will provide on-site visits to U.S.- and foreign-owned firms.

**MBA 585** *3 sh*  
**Facilitating Change: The Consulting Process**

The culminating course in our three-course (511, 562, 585) sequence designed to assist MBA students in making the transition from theory to application in the science and art of management and leadership. The emphasis is on leader/employee interactions and the behaviors required to be an effective leader with a focus on the problems that confront management in the implementation of organizational change.

**ELECTIVE COURSES:****MBA 571** *1.5 sh*  
**Management Practice Advanced Applications I**

This class is organized around the analysis of “live” business issues, typically a specific firm. Students will analyze the firm’s current position and prepare recommendations that address problems that confront the firm’s actual management. A feature of the class is the participation of a professional manager or consultant who will guide the class through the analytic techniques they employ in the management of their own business.

**MBA 572** *1.5 sh*  
**Management Practice Advanced Applications II**

Working in teams, students will participate in research-oriented projects that focus on current topics that are shaping the practice of business. These topics can include ethics, globalization, innovation, sustainable business practice, e-commerce, and others. Students will develop written and oral presentations that summarize their findings.

**MBA 591 & 592** *3 sh each*  
**Entrepreneurship I & II**

These courses are designed for MBA students who are interested learning the steps, the process and the skills that are needed for launching their own business. This two-course sequence (total 6 hours) uses discussion, mentoring, case studies, field-based research and hands-on experience to guide students in the development and understanding of the concepts of entrepreneurship and the competencies, skills, know-how and experience that are required for successful pursuit of entrepreneurial opportunities. The course should culminate with the presentation of a complete business plan sufficient for presentation to potential investors and lenders.

**MBA 593** *3 sh*  
**Topics in Advanced Economic Analysis**

This course focuses on developing an in-depth understanding of time-series

forecasting analysis and econometrics using economic, financial and business applications. The course begins with a review of basic statistics and simple linear regression. More advanced topics in multiple regression, such as the detection, affects and possible solutions to regression “problems” (i.e. autocorrelation, heteroscedasticity and multicollinearity), are also discussed in the first half of the course. The second half of the course focuses on numerous time-series forecasting techniques such as exponential smoothing models, moving averages and more sophisticated techniques such as time-series decomposition, ARIMA (Box-Jenkins) and others. Excel with the add-in package ForecastX and SAS Enterprise Guide software will be used.

**MBA 594** *3 sh*  
**Topics in Advanced Financial Analysis**

This course is designed to provide MBA students with opportunities to build their competency in and understanding of areas of finance not usually covered in an MBA corporate finance class. The course will address a particular topic or particular topics in finance. Its content can vary from offering to offering, but its format will normally include readings, class discussions and practical applications.

**MBA 595** *3 sh*  
**Topics in Applied Management**

This course allows students to develop independent projects relevant to their current place of employment or industries and careers that they may wish to explore. The class will be divided between on-site and online work and meetings. Working under the guidance of a management faculty, students will identify and analyze their proposed projects in the class for review and discussion by the entire class. Students will outline the scope and structure of their projects. Working online, students will develop those projects, sharing their progress with the instructor and fellow class members for continued review and discussion. The class will then conclude the semester with several on-site classes for final review and presentation.

**MBA 596**

3 sh

**Healthcare Management: Issues & Analysis**

An introduction to the current status, trends, practices and issues in the delivery of health services. Topics include the basic concepts of organizational structure, functions and design, and relevant administrative behavior, as applied to health and human services organizations. Additional topics include policy and management issues and ideals, including their historical derivations and international implications, in relation to current federal, state and local practice.

**ADMINISTRATION****Leo M. Lambert**, *B.S., M.Ed., Ph.D.*

President

**Gerald L. Francis**, *B.S., M.A., Ph.D.*

Provost and Vice President for Academic Affairs

**Mary A. Gowan**, *B.A., M.A., Ph.D.*

Dean of the Martha and Spencer Love School of Business

**Scott Buechler**, *B.A., M.A., Ph.D., MBA*

Associate Dean of the Martha and Spencer Love School of Business; Director of the MBA Program

**William J. Burpitt Jr.**, *B.A., Ph.D.*

Chair of the MBA Program

**Judith C. Dulberg**, *B.S.*

MBA Program Coordinator

**Arthur W. Fadde**, *B.S., M.Ed.*

Assistant Dean of Admissions and Director of Graduate Admissions

**Mark R. Albertson**, *B.B.A.*

University Registrar

**FACULTY****James L. Barbour**, *Associate Professor of Economics**B.B.A., M.A., Ph.D., University of Kentucky***Christina C. Benson**, *Assistant Professor of Business Law**B.A., MBA, J.D., University of North Carolina at Chapel Hill***JoAnn M. Buck**, *Assistant Professor of Business Administration**B.A., M.A., University of New York at Fredonia; Ph.D., University of North Carolina at Greensboro***John J. Burbridge**, *Professor of Business Administration**B.S.I.E., M.S.I.E., Ph.D., Lehigh University***William J. Burpitt Jr.**, *Associate Professor of Business Administration; Chair of the MBA Program**B.A., University of Georgia; Ph.D., University of North Carolina at Chapel Hill***Arthur D. Cassill**, *Professor of Accounting; Chair, Department of Accounting and Finance**B.S., MBA, Eastern Kentucky University; M.S., Ph.D., University of Tennessee***Jayoti Das**, *Associate Professor of Economics**B.S., Presidency College; M.A., University of Calcutta; M.A., Ph.D., University of Cincinnati***Stephen B. DeLoach**, *Associate Professor of Economics; Chair, Department of Economics**B.S., University of Nebraska; M.A., Ph.D., Michigan State University***Cassandra E. DiRienzo**, *Assistant Professor of Economics**B.A., Ohio State University; M.E., Ph.D., North Carolina State University***Lawrence Garber**, *Associate Professor of Business Administration**B.A., Brown University; MBA, Yale University; Ph.D., University of North Carolina at Chapel Hill***Mary A. Gowan**, *Professor of Business Administration**B.A., Southwest Baptist College; M.A., Appalachian State University; Ph.D., University of Georgia***Norris W. Gunby Jr.**, *Assistant Professor of Business Administration**B.A., Paine College; M.H.A., Tulane University; Ph.D., University of Alabama at Birmingham***Neeraj Gupta**, *Instructor in Finance**B.E., University of Delhi, India; MBA, Babson College; A.B.D., University of Connecticut*

**Glenn L. Helms**, *Professor of Accounting*  
B.S., University of North Carolina at Chapel Hill; M.S., Illinois State University; Ph.D., University of Houston

**Sharon K. Hodge**, *Assistant Professor of Business Administration*  
B.A., MBA, Old Dominion University; Ph.D., University of North Carolina at Chapel Hill

**Earl D. Honeycutt Jr.**, *Professor of Business Administration*  
B.S., MBA, Appalachian State University; M.A., Chapman College; Ph.D., University of Georgia

**Marius Jurgilas**, *Instructor in Economics*  
B.A., Vilnius University, Lithuania; M.A., A.B.D., University of Connecticut

**Gregory A. Lilly**, *Associate Professor of Economics*  
B.A., Washington and Lee University; Ph.D., Duke University

**Susan L. Manning**, *Associate Professor of Business Administration*  
B.S., Ohio State University; M.S., Kent State University; Ph.D., Case Western Reserve University

**Calvert C. McGregor**, *Associate Professor of Accounting*  
B.S., M.A., University of South Carolina; Ph.D., Virginia Polytechnic Institute and State University

**Margaret Miller**, *Instructor and Visiting Executive in Marketing and Sales*  
B.A., Vanderbilt University; MBA, Duke University; M.S., University of South Carolina

**Brian J. Nienhaus**, *Associate Professor of Business Administration*  
B.A., Eastern Michigan University; Ph.D., University of Michigan

**David M. Noer**, *Frank S. Holt Jr. Professor of Business Administration*  
B.A., Gustavus Adolphus College; M.S., Pepperdine University; DBA, George Washington University

**Kevin J. O'Mara**, *Professor of Business Administration*  
B.A., University of Texas at Austin; MBA, University of Houston; Ph.D., North Carolina State University

**Robert M. Pavlik**, *Associate Professor of Finance*  
B.A., University of Illinois; MBA, Ph.D., University of Houston

**Jennifer M. Platania**, *Assistant Professor of Economics*  
B.A., West Virginia University; M.S., Ph.D., Florida State University

**Linda L. Poulson**, *Associate Professor of Accounting*  
B.S., M.T., University of Denver; Ph.D., Saint Louis University

**Herbert L. Schuette**, *Associate Professor of Business Administration and Computing Sciences*  
B.B.A., MBA, Ph.D., University of Michigan

**Betsy A. Stevens**, *Associate Professor of Business Administration; Chair, Department of Business Administration*  
B.A., M.A., University of Cincinnati; Ph.D., Wayne State University

**R. Barth Strempek**, *Associate Professor of Business Administration*  
B.S., Massachusetts Institute of Technology; MBA, Harvard Graduate School of Business Administration; Ph.D., Virginia Polytechnic Institute and State University

**Wonhi J. Synn**, *Professor of Finance*  
B.A., Seoul National University; MBA, University of New Orleans; Ph.D., State University of New York at Buffalo

**Thomas K. Tiemann**, *Jefferson Pilot Professor of Economics*  
A.B., Dartmouth College; M.A., Ph.D., Vanderbilt University; Postdoctoral Study, University of Kansas at Lawrence

**Matthew Valle**, *Associate Professor of Business Administration*  
B.S., The United States Air Force Academy; M.S., University of Arkansas; Ph.D., Florida State University

**Alexander Y. Yap**, *Associate Professor of Business Administration and Computing Sciences*  
B.A., University of the Philippines; M.A., Williams College; MBA, University of Exeter; Ph.D., Copenhagen Business School



# THE M.Ed. PROGRAM

# THE M.Ed. PROGRAM

## ***ENHANCING PROFESSIONAL COMPETENCE***

The Master of Education program at Elon University is designed to enhance the professional competence of experienced classroom teachers. Candidates may select a program of study in Elementary Education, Gifted Education or Special Education. The M.Ed. program is structured to enhance the skills of inquiry, reflection and collaboration and to contribute to the realization of the Education Department's conceptual framework, "thoughtful practice in a community of learners," from an advanced perspective.

Research and leadership are two features that distinguish the Elon graduate experience. In the M.Ed. program, inquiry becomes the foundation of graduate research. Candidates complete an action research project as part of their graduate experience, and as they reflect on their findings, they deepen their understanding of the nature of learning and teaching. The knowledge and skills gained in coursework, field work and research are used when candidates collaborate with others in the educational community and provide leadership in making contributions to professional practice.

## ***THOUGHTFUL PRACTICE IN A COMMUNITY OF LEARNERS***

Throughout this program, candidates develop their understanding of "thoughtful practice," a reflective, informed approach to the teaching profession, one that is built on the foundations of sound theory, careful research and a respect for diversity. They become engaged in a "community of learners" as they work together to gain an advanced understanding of learners and learning and an in-depth knowledge of both subject matter and pedagogy.

## ***PROGRAM OF STUDY***

### ***THE CURRICULUM***

The M.Ed. program is designed to permit students to earn a graduate degree and advanced licensure in the areas of Elementary Education (K-6), Gifted Education (K-12) or Special Education General Curriculum (K-12). The Elementary and Gifted Education programs require a total of 33 semester hours; the Special Education program requires a total of 36 semester hours.

The M.Ed. program is designed for experienced teachers who are graduates of accredited institutions and initially licensed to teach. Students not

already possessing a teaching license may earn the graduate degree and licensure through Elon's Advanced Track option.

### **SUMMER COHORT PROGRAM**

Beginning each summer, students have the opportunity to enroll in an intensive and concentrated three-year summer program leading to the Master of Education degree. The program involves two sessions each summer for three years and two or three online courses during the two intervening academic years. Students not enrolled in the summer cohort program also take courses online and during summer, but they complete the program at their own pace.

### **ADVANCED TRACK**

The Advanced Track option is designed to accommodate professionals with undergraduate degrees in fields other than education who desire licensure in Elementary or Special Education. Students must complete specific prerequisites and a full semester of student teaching before being initially licensed. After two years of teaching experience, students return to complete their M.Ed. degree and requirements for graduate licensure.

### **ELEMENTARY EDUCATION (K-6)**

All students seeking graduate licensure in Elementary Education are required to complete the graduate core curriculum of MED 515, 516, 532, 561 and PSY 515; the Elementary Education core of MED 511, 521, 530, 550; and two courses from: MED 522, 523, 540; MTH 521; SCI 565.

#### **Graduate Core Curriculum:**

- MED 515 Educational Testing and Measurement
- MED 516 Educational Research
- MED 532 Collaboration and Consultation Skills
- MED 561 Advanced Master's Seminar
- PSY 515 Advanced Psychological Theory in the Classroom

#### **Elementary Education Core:**

- MED 511 Advanced Foundational Studies
- MED 521 Critical Issues in Elementary Education
- MED 530 Principles of Effective Instruction
- MED 550 Meeting Special Learning Needs of Students

#### **Electives: Select two courses**

- MED 522 Advanced Literacy Development
- MED 523 Instructional Technologies in the Classroom
- MED 540 Literature for Children and Youth: Analysis and Application
- MTH 521 Mathematical Concepts and Connections
- SCI 565 Integrated Science

**GIFTED EDUCATION (K-12)**

All students seeking graduate licensure in Gifted Education are required to complete the graduate core curriculum of MED 515, 516, 532, 561 and PSY 515; the Gifted Education core of MED 562, 564, 565 and 567; and two courses from: MED 522, 523, 540; MTH 521; SCI 565.

**Graduate Core:**

- MED 515 Educational Testing & Measurement
- MED 516 Educational Research
- MED 532 Collaboration And Consultation Skills
- MED 561 Advanced Masters Seminar
- PSY 515 Advanced Psychological Theory in the Classroom

**Gifted Education Core**

- MED 562 Foundations of Education of Gifted Students
- MED 564 Curriculum Development and Differentiation for Gifted Students
- MED 565 Instructional Methods for Gifted Students
- MED 567 Social and Emotional Needs of Gifted Students

**Electives: Select two courses**

- MED 522 Advanced Literacy Development
- MED 523 Instructional Technologies in the Classroom
- MED 540 Literature for Children and Youth: Analysis & Application
- MTH 521 Mathematical Concepts and Connections
- SCI 565 Integrated Science

**SPECIAL EDUCATION (K-12)**

All students seeking General Curriculum licensure in Special Education are required to complete the graduate core curriculum of MED 516, 532, 561 and PSY 515; and the following Special Education courses: MED 535, 542, 544, 545, 555, 534, 547 and 580.

**Graduate Core:**

- MED 516 Educational Research
- MED 532 Collaboration and Consultation Skills
- MED 561 Advanced Master's Seminar
- PSY 515 Advanced Psychological Theory

**Special Education: General Curriculum**

- MED 534 Curriculum Development and Design in Special Education
- MED 535 Assessment Methods and Interpretation
- MED 542 Foundations of Special Education
- MED 544 Language and Literacy Methods in Special Education
- MED 545 Classroom Management for Exceptional Learners
- MED 547 Nature and Needs of Students with Learning Disabilities
- MED 555 Teaching/Learning Strategies for Students with Exceptional Learning Needs
- MED 580 Internship in Special Education

## **ACCREDITATION**

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501) to award bachelor's and master's degree, the doctor of physical therapy degree, and the juris doctor degree. The M.Ed. program is accredited by the North Carolina State Department of Public Instruction and the National Council for Accreditation of Teacher Education ([www.ncate.org](http://www.ncate.org)).

## **PROGRAM OBJECTIVES**

The goal of the graduate program in teacher education is to develop the qualities of the master teacher, one of which is reflected in each of the program's objectives. Emphasis throughout is on empowering teachers with the knowledge, skills, and dispositions necessary to become instructional leaders and outstanding contributors to their profession.

### ***Objective 1: Instructional Expertise***

The candidate will demonstrate instructional expertise by applying the theoretical, philosophical and research bases for educational practice in K-12 settings to improve student learning.

### ***Objective 2: Knowledge of Learners***

The candidate will incorporate knowledge of the nature of the learner, learning processes, variations in learning abilities and learning styles, and strategies for evaluating learning into the planning, delivery and evaluation of instruction.

### ***Objective 3: Research Skill***

The candidate will use research to examine and improve instructional effectiveness and student achievement.

### ***Objective 4: Content Knowledge***

The candidate will demonstrate advanced depth and breadth of knowledge and skills in the academic disciplines and in education.

### ***Objective 5: Professional Development and Leadership***

The candidate will engage in continued professional development and provide leadership at the classroom, school and community levels, and within the profession.

## **THE FACULTY**

Graduate faculty have a well-earned reputation for being active in their respective professional organizations and in the educational community at large. Faculty make presentations and deliver papers at professional meetings, write and publish in professional journals, act as consultants and serve on local, state and national advisory committees. Additionally, graduate faculty in the Department of Education maintain a realistic picture of the

changing classroom environment through active participation in the public schools. This meshing of academic and clinical activity enables faculty to provide graduate students with the optimum blend of theory and practice.

Elon's classes are small, and the graduate faculty is accessible. This atmosphere of personal attention combined with dedication to teaching sets the Elon M.Ed. program apart from others.

## **COSTS**

The cost of the M.Ed. program at Elon is reasonable considering the high quality of the program.

Graduate tuition (per semester hour).....	\$361
Graduation fee: master's degree.....	\$110
Miscellaneous:	
Late payment .....	\$30
Late registration/re-enrollment during term.....	\$25
Payment plan fee.....	\$10
Returned check fine.....	\$20
Transcripts .....	\$5

An attractive feature of Elon's summer cohort program is its reduced cost. Enrollment for the three-year program is fixed and represents a substantial savings compared with payment by individual course. Costs for the Summer Cohort program are available from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**, on the **Elon Graduate Admissions Web site at [www.elon.edu/graduate](http://www.elon.edu/graduate)** or by calling toll-free **800-334-8448, ext 3**. (Please note that student teaching vouchers are not redeemable for the summer cohort program.)

In addition, Elon offers a deferred payment plan, and some loans are available. Please see Forms of Financial Assistance for Graduate Students in the front section of this catalog.

Grades, diplomas and transcripts will be withheld until financial obligations to the university are settled. A student cannot register for coursework until financial obligations to the university are paid.

## **REFUNDS**

### ***Summer Cohort Refund Policy***

The refund policy for cohort students reflects the policy stated below for summer sessions; however, there will be no refunds after the second summer session of each year.

### ***Summer Sessions***

In the summer sessions, enrollment dropped by 4 p.m. on the days listed below will warrant the corresponding refund.

1st day of class.....	100%
2nd day of class.....	90%
3rd, 4th, 5th day of class .....	50%
6th, 7th, 8th, 9th day of class.....	25%
10th day of class.....	no refund

## ***M.Ed. ADMISSIONS REQUIREMENTS AND PROCEDURES***

The M.Ed. admissions policy is designed to select outstanding students who have demonstrated both academic competence and teaching ability. Each application is considered in light of all completed academic work, undergraduate grade point average, appropriate test scores from either the Graduate Record Examinations or the Miller Analogies Test, letters of recommendation, and a statement of educational and professional goals.

Application materials are available from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**, on the **Elon Graduate Admissions Web site at [www.elon.edu/graduate](http://www.elon.edu/graduate)** or by calling toll-free **800-334-8448, ext 3**.

Completed applications should be sent directly to the Office of Graduate Admissions and must include:

- Evidence of an earned bachelor's degree from an accredited college or university
- Minimum GPA of 2.5 for undergraduate work or GPA of 3.0 for the last 60 hours or for all the courses in the major
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Minimum Miller Analogies Test (MAT) score of 380-385 (new format as of October 4, 2004) or 30 (old format) or combined verbal and quantitative score of 800 on the Graduate Record Examinations (GRE) taken within the last five years
- A minimum one year of teaching experience (two years preferred)
- Recognized teaching license or commitment to achieving licensure. Candidates must have a clear (not provisional) North Carolina initial or higher license before being recommended for graduate licensure.
- Three letters of recommendation
- A completed application form with a \$50 nonrefundable fee (check or money order made payable to Elon University)
- The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required. English

translations of transcripts and explanations of grading systems are required.

Exceptions to these requirements may be considered under special circumstances.

### ***Transcript Requests***

Contact the registrar of each college or university attended to have an official copy of your transcript mailed to Elon. Transcripts should be mailed directly to the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**. Applicants currently enrolled should request a transcript showing completed academic work through the most recent semester of enrollment. A final transcript will also be required.

### ***Recommendations***

Applicants should send recommendation forms to each designated individual. Those requested to provide recommendations should be aware of the applicant's academic abilities and professional potential. Supervisors are preferred, not family and friends. Recommendations are confidential.

Each individual should complete the form and return it directly to the Office of Graduate Admissions.

## ***TESTING FOR M.Ed. STUDENTS: GRE/MAT***

Applicants to the M.Ed. program are required to take the Graduate Record Examinations or the Miller Analogies Test prior to admission to the program.

### ***GRE***

The GRE is a computer-based test and is available year-round at select test centers throughout North Carolina. Students must request the Educational Testing Service (ETS) to send GRE scores directly to Elon University. Elon's ETS Code is 5183. GRE registration bulletins may be obtained from the Office of Graduate Admissions at Elon, via the Internet at [www.gre.org](http://www.gre.org) or by calling 1-800-GRE-CALL.

### ***MAT***

The MAT is available year-round at select colleges and universities throughout North Carolina. MAT information booklets are available from the Office of Graduate Admissions at Elon or via the Internet at [www.milleranalogies.com](http://www.milleranalogies.com). Students must request the testing center to send MAT scores directly to Elon.

## ***TRANSFER CREDITS***

A student enrolled in the M.Ed. program may be permitted to transfer up to six semester hours of appropriate graduate credit from another accred-

ited graduate school.

For transfer credits, grades earned at another graduate school must be at least a “B,” and the credit must not be more than six calendar years old at the time of degree completion at Elon. No graduate credit will be allowed for excess credits completed in an undergraduate classification at any institution. No graduate credit will be allowed for correspondence courses or field-based work. The last six hours of graduate credit in the program must be taken at Elon.

## **ENROLLMENT STATUS**

After formal application to the M.Ed. program, students may be allowed to enroll in one of the following categories:

- Regular admission to the Elon University M.Ed. program is granted to students who meet all the established requirements for entrance. The Application for Graduate Admission form is required for all degree-seeking students including M.Ed. Advanced Track.
- Special admission is for the nondegree-seeking student who has completed a baccalaureate degree program and is interested in taking courses for special job-related purposes (including renewal credit for teachers with existing licensure), add-on licensure or transfer credit. A Special Student Application form is required for admission. Students enrolled in the special admission category who want to pursue the graduate degree must apply and be admitted as a degree-seeking M.Ed. student after no more than six hours have been completed.

## **INTERNATIONAL STUDENTS**

Because several months may be required to receive and process forms from international applicants, applications and complete documentation should be submitted as early as possible. The Test of English as a Foreign Language (TOEFL) is required unless English is the student’s native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required for admission to any graduate program at Elon. Exceptions to this requirement may be considered under special circumstances. In addition, a completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.

## **CONTINUATION STANDARDS**

Graduate students who fail to maintain a cumulative grade point average of at least 3.0 will be placed on academic probation. Any student who receives an “F” grade or two “C” grades is subject to dismissal from the program. A student may request re-admission to the program by writing

a letter to the Dean indicating why re-admission should be granted. The Dean, advised by the M.Ed. Director and faculty committee, will determine whether to grant the request. If the request is approved, a student can only retake a particular course once. The grade in the course that is retaken must be “B” or better, or the student will not be allowed to continue in the program.

### **GRADUATION AND DEGREE REQUIREMENTS**

To earn an M.Ed. degree, the graduate student must:

- Have an overall minimum grade point average of 3.0 in graduate coursework.
- Submit an application for graduation to the Registrar.
- Complete the courses specified under the graduate core curriculum and major area, Elementary, Gifted or Special Education.
- Complete 33 graduate hours (11 courses) within six calendar years for Elementary or Gifted Education.
- Complete 36 graduate hours (12 courses) within six calendar years for Special Education.
- Complete in a satisfactory manner the Advanced Master’s Portfolio providing evidence of expertise in the five core competency areas required for advanced licensure.
- Complete the last six semester hours at Elon.

*It is the student’s responsibility to be familiar with the preceding requirements for graduation.*

### **GRADUATE-LEVEL LICENSURE**

Recommendation for graduate licensure will be given after completion of M.Ed. requirements. This recommendation will be given in one licensure area only: Elementary Education (K-6) or Academically/Intellectually Gifted Education (K-12) or Special Education (K-12). Prior to receiving graduate licensure, a student must possess an initial North Carolina teaching license and take the Praxis II specialty area examination required for licensure.

## **M.ED. COURSES**

<b>MED 511</b>	<i>3 sh</i>	movements, trends and controversial issues are addressed. (Summer)
<b>Advanced Foundational Studies</b>		
This course examines both the theoretical and philosophical basis for important historical practices in education. The main focus of study is the philosophical foundations of education, but the historical and sociological foundations are also treated. Major curriculum		
<b>MED 515</b>	<i>3 sh</i>	<b>Educational Testing and Measurement</b>
Principles governing the development and use of tests are addressed. Topics include basic concepts in test construction —		

reliability, validity and utility; issues in teacher-created tests — measuring learning outcomes, writing items and assigning grades; understanding standardized tests — norms and norm-referenced testing, standard scores; and testing and individual differences. (Summer)

**MED 516** *3 sh*  
**Educational Research**

This is an online course designed to enable educators to become discriminating consumers and practical producers of action-based educational research. The course helps teachers develop the professional knowledge, skills and dispositions for critical inquiry and research development, preparation, analysis, interpretation and evaluation. (Fall online)

**MED 521** *3 sh*  
**Critical Issues in Elementary Education**

This course covers an introduction to curriculum — study of organizational patterns, curriculum goals and objectives; update on content in each curricular area; study of issues in curriculum; presentation of methods for evaluating, planning and/or revising elementary school curriculum. (Summer)

**MED 522** *3 sh*  
**Advanced Literacy Development**

MED 522 is a graduate survey course in the teaching of literacy. In this course, students will explore the nature of reading and writing, as well as the characteristics of developing readers and writers, with special emphasis on effective instructional practices in these areas. This course includes an exploration of what it means to be a reader/writer, the nature of reading and writing processes, and critical features of developmental phases of reading and writing. Students will critique a variety of instructional practices and literacy programs in relation to what it means to be literate. (Summer)

**MED 523** *3 sh*  
**Instructional Technologies in the Classroom**

This course examines the role of technology in teaching and learning in K-12 schools.

Students will develop skills in using technology and in selecting and applying technology appropriately to enhance both teacher productivity and student learning. Current issues related to educational technology will be explored through written and oral reflection based on selected readings. (Alternate summers)

**MED 530** *3 sh*  
**Principles of Effective Instruction**

In EDU 530, students investigate instructional expertise. The concept of diagnostic instruction is used to highlight the importance of instruction based on skillful assessment and analysis of learning needs with regard to typical development and individual characteristics. A major emphasis in this course is facilitating a deep understanding of content through the use of instructional planning and sound pedagogy. (Summer)

**MED 532** *3 sh*  
**Collaboration and Consultation Skills**

In this course, special emphasis is given to the multidisciplinary nature of regular and special education and to planning for cooperative instructional adaptation. Skill development encompasses communication, observation, data collection and conferencing with families, teachers, administrators, paraprofessionals, student teachers and members of other supporting professional groups. These skills enhance service as a member of a multidisciplinary team or special education consultant. (Summer)

**MED 534** *3 sh*  
**Curriculum Development and Design in Special Education**

The focus of this course is on planning curriculum and designing instruction for students with mild or moderate disabilities so that they can participate fully in core curricular activities. An analysis of the basic principles and concepts underlying major disciplines will provide a means for organizing content to promote retention, generalization, and transfer. Additional emphasis will be given to problem-solving strategies within different content areas. (Summer)

**MED 535** 3 sh  
**Assessment Methods and Interpretation  
 in Special Education**

In this course, students explore a variety of authentic and informal assessment procedures, as well as standardized or norm-referenced measures that are used to evaluate the learning of exceptional students and adolescents in classroom settings. The course is designed to provide students with the knowledge to devise assessment plans for eligibility determination (for special education services), instructional planning, and monitoring of teaching effectiveness and student achievement. (Summer)

**MED 540** 3 sh  
**Literature for Children and Youth:  
 Analysis and Application**

This course covers the presentation and analysis of contemporary books for children and youth, development of a variety of print and nonprint methods of sharing books with students, assessing and using student interests to motivate reading, and incorporating literature into the school curriculum. (Alternate summers)

**MED 542** 3 sh  
**Foundations of Special Education**

This course addresses the evolution of the field of special education, its philosophical and theoretical foundations, legal underpinnings, and current trends and controversies. Emphasis is on acquiring a broad knowledge base regarding the characteristics of exceptional learners and the skills of individualized programming. Family involvement is highlighted, and special consideration is given to issues of cultural diversity in terms of special education placement and services. (Spring online)

**MED 544** 3 sh  
**Language and Literacy Methods in  
 Special Education**

In MED 544, students become familiar with the research base on effective instructional techniques for children with high incidence disabilities and the theoretical paradigms underlying research-supported techniques.

They will learn how to apply specific methods that involve explicit, systematic and intensive instruction and that are designed to help children with learning difficulties acquire foundational skills in language arts and reading. (Summer)

**MED 545** 3 sh  
**Classroom Management for Exceptional  
 Learners**

In this course, students are taught to analyze the disturbing behaviors of school-age children and adolescents in classroom environments and to design effective behavior management interventions relevant to the specific nature of the problematic behavior, the student's academic and social profile, and the classroom context. In addition, the importance of family involvement in the treatment of students with behavior problems is stressed, and methods for gaining family support are addressed. (Summer)

**MED 547** 3 sh  
**Nature and Needs of Students with  
 Learning Disabilities**

This course is designed as an exploration of the assessment and instruction of students with learning disabilities. It provides a comprehensive overview of the field of learning disabilities, including an examination of historical perspectives and current trends in the field, theoretical orientations related to learning disabilities, assessment and its role in the clinical teaching process, and general principles of instruction for children and adolescents with learning disabilities. (Spring online)

**MED 550** 3 sh  
**Meeting Special Learning Needs of  
 Students**

This course is designed to prepare classroom teachers to employ individualized programs when working with students who have special learning needs, including those who are culturally diverse, those who have disabilities and those who are academically advanced. A survey of literature related to the instruction of these students, including assessment and modes of learning, is covered, and its implications for mainstreamed classroom teaching are discussed. (Fall online)

**MED 555** *3 sh*  
**Teaching and Learning Strategies for Students with Exceptional Learning Needs**

This course focuses on research-validated teaching and learning strategies for adolescents with mild to moderate learning needs. The course emphasizes strategies that reflect a cognitive/metacognitive instructional approach and prepares M.Ed. students to use and to explicitly teach strategies that facilitate learning across the curriculum. (Summer)

**MED 561** *3 sh*  
**Advanced Masters Seminar**

The Advanced Masters Seminar is divided into three 1-semester-hour sections. The first section is designed to develop the skills necessary for successful graduate study, including technology, professional reading and writing, and using the library for research. The second section provides students with the opportunity to synthesize the content and skills acquired during their graduate studies as they begin to assemble their graduate portfolio. In the third section, an emphasis is placed on the important role that master teachers have in making professional contributions to the field of teaching. This last section serves as a forum for graduate students to explore possible leadership roles, presentation and publication opportunities, and to present the culminating product of their graduate studies, their professional portfolio, to peers and faculty. (Summer)

**MED 562** *3 sh*  
**Foundations of Education of Gifted Students**

MED 562 is designed to provide candidates with the historical, philosophical and theoretical foundations of education of gifted students. Course activities will provide opportunities to apply these underpinnings to a variety of identification procedures and program models. Current trends and issues will be examined, including issues involving parenting and teaching children and youth who are gifted. (Fall online)

**MED 564** *3 sh*  
**Curriculum Development and Differentiation for Gifted Students**

MED 564 will acquaint teacher candidates with the central concepts of curriculum design and differentiation. Candidates will study models and examples of curriculum for gifted learners before applying central concepts in the development of their own curriculum unit. The principle of alignment will be emphasized throughout, in terms of alignment with standards and with learner characteristics as well as internal alignment of curriculum elements. (Summer)

**MED 565** *3 sh*  
**Instructional Methods for Gifted Students**

MED 565 will introduce teacher candidates to a wide range of instructional methods that enhance the strengths of gifted learners. Each method will be viewed through the lens of instructional purpose as well as instructional theory. The use of research to validate the efficacy of a teaching strategy will provide the groundwork for candidates' own teaching and research efforts. (Summer)

**MED 567** *3 sh*  
**Social and Emotional Needs of Gifted Students**

MED 567 will introduce teacher candidates to the social and emotional issues that confront students who are gifted. Special populations, including gifted/learning disabled, culturally diverse, and those who are extremely precocious, will be considered regarding their unique characteristics and needs. An emphasis will be placed on programming and promising practices for these special groups of students. (Spring online)

**MED 570** *3 sh*  
**Special Topics**

This course deals with topics of special interest, which may vary each time the course is offered and are outlined in the current class schedule handbook.

**MED 580**

3 sh

**Graduate Internship in Special Education**

The special education internship is designed to provide graduate students with experiences that augment both their work experience with exceptional children and other components of their graduate program. Graduate students serve their internship in an on-campus summer school for children with mild to moderate disabilities from the local school system. During this experience, graduate students review Individualized Education Plans (IEPs), conduct assessments, plan the curriculum, implement instruction and assess student progress. (Summer)

**MED 591**

3 sh

**Independent Study**

The Independent Study allows students to plan an independent course of study in consultation with a faculty advisor. Permission of M.Ed. director/education department chairperson is required. No more than three hours of independent study may be applied toward M.Ed. degree.

**MTH 521**

3 sh

**Mathematical Concepts and Connections**

Through the integration of problem-solving and reasoning skills, this course focuses on conceptual understanding in four strands of

mathematics: (1) number sense, numeration and numerical operations; (2) spatial sense, measurement and geometry; (3) patterns, relationships and functions; and (4) data, probability and statistics. (Alternate summers)

**PSY 515**

3 sh

**Advanced Psychological Theory in the Classroom**

This course is designed to provide a background in the application of psychology to education, with a focus on cognitive approaches to learning, development and motivation. Students will learn to apply current theory and recent research findings to practical problems of education. (Summer)

**SCI 565**

3 sh

**Integrated Science**

This course takes an active approach that will expand the knowledge base of teachers by providing an in-depth examination of selected topics in earth, life and the physical sciences. The course focuses on processes and laboratory approaches in line with the most recent state and national standards. Special attention is given to the integration of the sciences and the study of topics that reflect recent developments in science. (Alternate summers)

**ADMINISTRATION**

**Leo M. Lambert, B.A., M.Ed., Ph.D.**  
President

**Gerald L. Francis, B.S., M.A., Ph.D.**  
Provost and Vice President for Academic Affairs

**F. Gerald Dillashaw, B.S., M.A.T., Ed.D.**  
Dean of School of Education

**Judith B. Howard, B.A., M.Ed., Ph.D.**  
Director of M.Ed. Program and Chair of Education Department

**Arthur W. Fadde, B.S., M.Ed.**  
Assistant Dean of Admissions and Director of Graduate Admissions

**Mark R. Albertson, B.B.A.**  
University Registrar

**FACULTY**

**E. Stephen Byrd, Assistant Professor of Education**

B.S., Liberty University; M.A., Virginia Polytechnic Institute & State University; Ph.D., University of Virginia

**Glenda W. Crawford, Professor of Education**  
B.A., M.Ed., Ed.D., University of North Carolina at Greensboro

**Alexandra N. Darby**, *Assistant Professor of Psychology*

B.A., North Central College; M.A., University of Connecticut; Ph.D., University of Georgia

**Ayesha N. Delpish**, *Assistant Professor of Mathematics*

B.S., Mt. St. Mary's College; M.S., Ph.D., The Florida State University

**Kay N. Drake**, *Assistant Professor of Education*

B.S., East Carolina University; M.Ed., Ph.D., University of North Carolina at Chapel Hill

**F. Gerald Dillashaw**, *Professor of Education; Dean, School of Education*

B.S., Furman University; M.A.T., Converse College; Ed.D., University of Georgia

**Judith B. Howard**, *Professor of Education; Chair, Department of Education; Director, M.Ed. Program*

B.A., University of North Carolina at Chapel Hill; M.Ed., Tulane University; Ph.D., University of North Carolina at Chapel Hill

**Catherine A. King**, *Associate Professor of Psychology*

B.A., University of California at San Diego; M.A., Northwestern University; Ph.D., University of California at San Diego

**Mary Knight-McKenna**, *Assistant Professor of Education*

B.S., Nazareth College; M.Ed., Northeastern University; Ph.D., Lesley University

**Deborah T. Long**, *Associate Professor of Education*

B.A., Colby College; M.Ed., Virginia State College; Ed.D., University of Memphis

**Richard Mihans**, *Assistant Professor of Education*

B.S., M.Ed., Ph.D., University of North Carolina at Greensboro

**Jean Rattigan-Rohr**, *Assistant Professor of Education*

B.S., M.A., Ph.D., University of North Carolina at Greensboro

**Janice L. Richardson**, *Associate Professor of Mathematics*

B.A., University of North Carolina at Chapel Hill; M.A., Wake Forest University

**Carolyn B. Stuart**, *Associate Professor of Education*

B.S., M.Ed., Ph.D., University of North Carolina at Chapel Hill

**Barbara Taylor**, *Associate Professor of Computing Sciences*

A.B., Elon College; M.S., University of North Carolina at Chapel Hill; M.S., University of Evansville

**Terry M. Tomasek**, *Assistant Professor of Education*

B.A., University of South Florida; M.A., M.S., Marshall University; Ph.D., University of North Carolina at Greensboro



# The DPT Program



## THE DPT PROGRAM

### ***A STRONG PROGRAM***

In partnership with Alamance Regional Medical Center, Elon's Department of Physical Therapy Education enrolled its charter class for the Master of Physical Therapy program in January 1998.

In January 2003, the MPT was replaced by a Doctor of Physical Therapy program. Elon's DPT program seeks to produce graduates who will be highly skilled clinician generalists. Graduates will exemplify compassion for individuals of every age, means and ethnicity, and they will be well prepared for leadership, possessing professional integrity as they become part of the health-care team.

ARMC's values mirror those of Elon University: excellence, compassion, efficiency, creativity and leadership. The partnership with ARMC provides continuing professional growth for physical therapy faculty. The Center for Fitness and Human Movement Studies at ARMC offers clinical and research opportunities for students and faculty.

The Department of Physical Therapy Education was created to extend Elon's mission of excellence to a new arena of professional education. It offers students an opportunity to prepare for multifaceted roles in the physical therapy profession.

### ***A PROGRAM BASED ON A PHILOSOPHY OF EXCELLENCE***

The educational philosophy of the DPT program emphasizes preparation for the continuum of care essential to the well-being of the individual client. The faculty incorporates teaching/learning strategies appropriate for the more mature learner, utilizing current communication and computer technology. The program encourages critical thinking, active learning, strong clinical experiences and an evidence-based approach to treatment interventions.

Graduates will be prepared as clinician generalists to provide services throughout the broad spectrum of care, including intensive care, acute care, rehabilitation, outpatient care, home care and skilled nursing. Physical therapists work as members of the health-care team, and they function as a point of entry into the health-care system.

## **A UNIQUE MODULAR CURRICULUM**

The DPT program's unique modular curriculum is designed to integrate and coordinate courses and modules in a sequence that enhances learning. Students in the program have the opportunity to practice specific learning objectives in a variety of clinical practice settings. The program emphasizes the importance of self-awareness and self-evaluation on the part of the graduate and stresses excellence in clinical skills, compassionate care and leadership in the profession.

The Elon DPT program entails 36 months of full-time study. Didactic education (which includes classroom and laboratories to practice procedures on classmates and clients) with integrated clinical education assignments in a variety of clinical settings occurs throughout the three years.

### ***Year I (beginning January)***

Year I consists of a four-week module followed by two 12-week didactic education periods. After a four-week summer break, DPT students return for a 16-week module focused on clients with musculoskeletal problems.

### ***Year II***

In Year II, an 8-week clinical education phase is followed by a 16-week module focused on neurosciences and clients with neuromuscular problems. Clinical Practicum II (8 weeks) and Clinical Practicum III (8 weeks) follow. Students return to campus to begin Module IX.

### ***Year III***

In Year III, students complete the 12-week Module IX. During Modules X and XI, students focus on patients with complex problems, as well as the pediatric and geriatric client. Students will learn principles of administration and supervision. During Module XII (6 weeks), students participate in clinical practice selective courses preparing them for the 24-week internship.

DPT students return to campus for Module XIV, one week of electives and the graduation ceremony in December.

## **ACCREDITATION**

Elon University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, GA 30033-4097; phone: 404-679-4501) to award bachelor's and master's degree, the doctor of physical therapy degree, and the juris doctor degree. The DPT program is accredited by the Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association (1111 North Fairfax Street, Alexandria, VA 22314; phone: 703-706-3245).

**PROGRAM MISSION**

Elon University's Doctor of Physical Therapy curriculum, in partnership with Alamance Regional Medical Center, provides graduate professional physical therapy education and supports faculty and student scholarly activity. Solid principles of science and research are incorporated using the highest ethical standards, while looking toward the future of the profession and its role in all health-care delivery systems along the continuum of care.

**PROGRAM GOALS**

By pursuing this educational mission with integrity and the desire for excellence, the DPT Program will prepare physical therapists who reflect this vision of the profession as espoused by the American Physical Therapy Association:

- Graduates are Doctors of Physical Therapy with enhanced professional identity who are prepared for autonomous practice and direct access to consumers of health care, prevention and wellness services.
- Graduates are recognized by consumers as health-care professionals for the diagnosis, management and prevention of movement-related impairments, functional limitations and disabilities.
- Graduates have a commitment to provide comprehensive and accessible health programs for all people with dignity, respect and sensitivity to and appreciation of individual differences.
- Graduates are motivated and guided by the desire for excellence and the highest possible professional, scientific, ethical, legal and moral standards.
- Graduates render evidence-based physical therapy services to consumers and are committed to lifelong learning through continuing professional education and by pursuing professional growth, development and advancement.
- Graduates are leaders and mentors in the physical therapy profession and promote the profession through their support and involvement in professional organizations, including the American Physical Therapy Association and community groups.

**THE FACULTY**

The DPT faculty are academically skilled and bring a balance of clinical expertise and research experience to both the classroom and the clinical skills courses. There are 13 full-time physical therapists with doctoral degrees, five of whom hold American Board of Physical Therapy Specialties (ABPTS), including geriatrics, orthopedics (2) and neurology (2). In addition, there are nine highly qualified part-time faculty who complement the

expertise of the full-time faculty. One part-time faculty member is ABPTS certified in orthopedics and another is certified as a geriatric pharmacist.

The faculty work cooperatively to prepare Elon graduates to be clinician generalists. The curriculum includes many unique active-learning opportunities for the student. Classes and laboratories are small, so the student-faculty ratio creates an environment where faculty are accessible to students. Faculty serve as role models for students through their participation in teaching, research, clinical practice and community service on campus as well as in the greater Elon University community. Faculty are also active in leadership positions with the American Physical Therapy Association and the American College of Sports Medicine.

### ***COSTS***

Tuition for the academic year beginning in January 2008 is \$25,195. Books and living expenses are separate. While campus housing is not available for DPT students, the university provides local housing information to admitted students. A \$110 graduation fee applies to all students. A nonrefundable enrollment fee of \$1,000 is required within three weeks of acceptance to reserve a space in the class.

### ***REFUNDS***

Tuition and fees are refunded on a pro rata basis during the first 13 weeks of each half of the academic year. The first half begins on the first day of classes in January. The second half begins on the first day of July. Following is a table of pro rata charges:

Start of the period through the end of 3rd week .....	10% charge
4th week through the end of the 7th week .....	50% charge
8th week through the end of the 13th week.....	75% charge
14th week.....	No refund

The effective date of withdrawal is determined by the Dean of Student Life. Students who believe circumstances warrant an exception from the published policy must appeal to Gerald Whittington, Vice President of Business, Finance and Technology, 113 Alamance Building.

Unpaid charges owed by the student will be deducted from the calculated refund.

The \$1,000 enrollment fee is nonrefundable.

### ***EXCEPTIONS TO THE INSTITUTIONAL POLICY***

Students receiving Title IV financial aid and attending Elon for the first time will receive refunds as follows:

Refunds will be made to students who (a) do not register for the semester for which Title IV financial aid was intended, or (b) withdraw and do not complete the period of enrollment for which the Title IV assistance

was intended. The portion of the period for which a student can receive a refund is computed by dividing the time (in weeks) remaining in the period by the total time (in weeks) of the period and rounding downward to the nearest 10 percent, less any unpaid amount owed to the university. Refunds will not be made after 60 percent of the period has been completed. Each enrollment period is considered to be 25 weeks.

Medical withdrawals will be handled on a case-by-case basis.

## ***DPT ADMISSIONS REQUIREMENTS AND PROCEDURES***

The DPT admissions policy at Elon is designed to select outstanding students who have demonstrated both academic ability and talent in their field. Each application is considered in light of all completed academic work, test scores, evidence of leadership and motivation, work history and credentials, letters of recommendation and a required interview.

Application materials are available from the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**, on the **Elon Graduate Admissions Web site at [www.elon.edu/graduate](http://www.elon.edu/graduate)** or by calling toll-free **800-334-8448, ext. 3**.

The Elon DPT program is designed for the person with an undergraduate degree in a field other than physical therapy.

Applications are evaluated on a rolling basis throughout the year prior to January enrollment.

Completed applications should be sent directly to the Office of Graduate Admissions and must include:

- Evidence of an earned bachelor's degree from an accredited college or university
- Minimum GPA of 3.0 for undergraduate work (3.2 or higher recommended)
- Official transcripts of all undergraduate and any graduate studies completed or taken
- Minimum combined verbal and quantitative score of 1000 (recommended: verbal score of 450 or higher, quantitative score of 550 or higher and analytical writing score of 3.5 or higher) on the Graduate Record Examinations (GRE) taken within the last five years
- Completion of prerequisite courses
  - Minimum of six science courses selected from the following: biology, chemistry, human anatomy/physiology, exercise science and/or physics (3-credit hour course or higher with lab)
  - Minimum of one psychology course (3-credit hour course or higher)

*Grades of “C” or better are required in each prerequisite course. However, a minimum overall science GPA of 2.8 is required (3.0 or higher recommended). No prerequisite course may be taken on a “pass/no pass” or “credit/no credit” basis; all must be transferable to Elon University.*

- Three letters of recommendation  
*One letter should be written by a practicing physical therapist and one should be from a science instructor qualified to evaluate the applicant’s academic achievement and potential for success as a graduate student.*
- Personal statement (instructions are enclosed with application)
- Completion of Work Experience Sheet recording applicant’s knowledge of the physical therapy profession
  - Minimum of 100 hours volunteer or work experience in a general health-care setting with at least 20 of these hours in a physical therapy acute inpatient care or hospital setting
- A completed application form with a \$50 nonrefundable fee (check or money order made payable to Elon University)
- The Test of English as a Foreign Language (TOEFL) is required unless English is the student’s native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required. English translations of transcripts and explanations of grading systems are required.

Exceptions to these requirements may be considered under special circumstances.

### ***Transcript Requests***

Contact the registrar of each college or university attended to have an official copy of transcript mailed to Elon. Transcripts should be mailed directly to the **Office of Graduate Admissions, 2750 Campus Box, Elon, NC 27244**. Applicants currently enrolled should request a transcript showing completed academic work through the most recent semester of enrollment; a final transcript will also be required.

### ***Recommendations***

Applicants should send recommendation forms to each designated individual. Those requested to provide recommendations should be aware of the applicant’s academic abilities and professional potential; supervisors are preferred, not family and friends. Recommendations are confidential.

### **TESTING FOR DPT STUDENTS: GRE**

Applicants to the DPT program are required to take the Graduate Record Exam. The GRE is a computer-based test and is available year-round at

select test centers throughout the United States. Students must request the Educational Testing Service (ETS) to send GRE scores directly to Elon. Elon's ETS code is 5183. GRE registration bulletins may be obtained from the Office of Graduate Admissions at Elon, via the Internet at [www.gre.org](http://www.gre.org) or by calling 1-800-GRE-CALL.

### ***INTERNATIONAL STUDENTS***

Because several months may be required to receive and process forms from international applicants, applications and complete documentation should be submitted as early as possible. The Test of English as a Foreign Language (TOEFL) is required unless English is the student's native language or the language of instruction. A minimum TOEFL score of 550 (paper-based) or 213 (computer-based) or 79 (Internet-based) is required for admission to any graduate program at Elon. Exceptions to this requirement may be considered under special circumstances. In addition, a completed Certificate of Financial Responsibility (CFR) is necessary prior to approval of application for admission.

### ***PREREQUISITE COURSES***

An application will be considered if the prospective student has no more than two courses — one science and one other prerequisite course — remaining to be completed during the summer or fall before enrollment. Applicants must complete all of the following courses prior to enrollment in the program. All science courses must include labs.

#### ***Science Courses (6 courses)***

The applicant must have 6 natural and/or life science courses selected from the following: biology, chemistry, human anatomy/physiology, biomechanics, exercise physiology, kinesiology and/or physics.

#### ***Psychology Course (1 course)***

It is preferred that this course is from the Psychology Department, but an upper-level course from another department may be acceptable.

Each science prerequisite course must have been successfully completed within 10 years prior to the registration date in January. If the 10-year limit has been exceeded, the prerequisite courses must be repeated and completed by the application deadline. However, as stated above, an applicant may have up to one science course and one other course to be taken at the time of application to the program.

Applicants are expected to demonstrate computer skills through college coursework and/or life experiences.

### **TRANSFER CREDITS**

Students enrolled in the DPT are not permitted to transfer credits from another graduate program. Exceptions to this policy may be permitted in rare circumstances.

### **CONTINUATION STANDARDS**

DPT students who fail to maintain a cumulative grade point average of at least 3.0 will be placed on academic probation. Any student who receives a second Unsatisfactory (U) grade is subject to dismissal from the program. If a student is dismissed from the program, the student may appeal by employing the procedures for Student Appeals listed in the Elon Student Handbook. For consideration for re-admission into the program, the student must compete with the new applicants for the program.

## **GRADUATION AND DEGREE REQUIREMENTS**

To earn the DPT degree, the graduate student must:

- Have an overall minimum grade point average of 3.0 in all required DPT courses.
- Submit an application for graduation to the Registrar by October 15 preceding the graduation date.
- Complete all required DPT degree courses and requirements in a satisfactory manner within five calendar years.
- Demonstrate professional entry-level competency as determined through the use of the Clinical Performance Instrument (CPI), an evaluation tool developed by the American Physical Therapy Association. The CPI serves as the exit examination for the DPT program.

*It is the student's responsibility to be familiar with the preceding requirements for graduation.*

### **GRADUATE-LEVEL LICENSURE**

The DPT graduate is eligible to sit for the licensure examination upon satisfactory completion of all requirements for the DPT degree.

## COURSES AND CONTINUATION STANDARDS

### YEAR I

#### MODULE I (4 WEEKS)

##### DPT 600 (4) Psychosocial Aspects of Health Care

Psychological and sociological effects of acute, chronic, progressive, psychiatric, terminal, traumatic and congenital medical problems on the client, family and therapist; the relationship of race, religion, ethnic background, medical beliefs and language to client (patient)-therapist interactions and to the well-being of the client; communication skills used with clients, families and colleagues; and use of self-awareness to enhance the therapist's therapeutic presence. Emphasis is on clinical application with active student involvement.

*Unsatisfactory course grade – Remediation during Spring Break.*

##### DPT 601 (2) Today's Health Care Systems

World and national factors that affect today's systems: who gets care and how it is paid for; legal and ethical responsibilities; where does physical therapy fit; team approach.

*Unsatisfactory course grade – Remediation during Spring Break.*

##### DPT 602 (1) Principles of Teaching and Learning

Teaching-learning theories applied to clinical practice with clients and their families. Teaching techniques for giving presentations and demonstrations to various audiences. Methods of self-assessment and learning assessment taught.

*Unsatisfactory course grade -- Remediation at end of Year I of curriculum.*

##### DPT 603 (604) (5) Human Anatomy I (II) *In Progress*

Two-course sequence of normal human anatomy with emphasis on upper and lower

extremities: cadaver dissection using a regional approach. During Module I there will be 12 hours of instruction in human histology.

*Unsatisfactory course grade – Re-enroll and retake course next year. WILL NOT CONTINUE IN THE CURRICULUM.*

---

#### Total Module I Credits 7

---

#### MODULE II (12 WEEKS)

##### DPT 603 (604) (5) (5) Human Anatomy I (II)

Continued from Module I. DPT 603 and 604 will be coordinated with DPT 605 and 606, Human Physiology and Pathophysiology.

*Unsatisfactory course grade – Re-enroll and retake course next year. WILL NOT CONTINUE IN THE CURRICULUM.*

##### DPT 605 (606) (5) (5) Human Physiology and Pathophysiology I (II)

Module II will focus upon normal human physiology. The normal function of major subsystems to include nervous, muscular, cardiovascular, respiratory, renal and endocrine systems as a basis for human movement and function.

Module III will focus upon how the normal human physiology is altered when pathologic conditions occur. Students will integrate information of the pathophysiology of major subsystems discussed in Module II.

DPT 605 and 606 will be coordinated with DPT 603 and 604, Human Anatomy.

*Unsatisfactory course grade – Re-enroll and retake course next year. WILL NOT CONTINUE IN THE CURRICULUM.*

##### DPT 607 (3) Physical Therapy Science I

Introduction to physical therapy skills of assessment and intervention for patient mobility including bed mobility, gait training, ambulation aids, transfers, wheelchair mobility, wheelchair and cushion selection,

passive range of motion therapeutic exercises, draping, mobility management of patient with lines, leads and tubes, and monitoring of patient's physiologic responses to mobility activities.

*Unsatisfactory course grade – Remediation during Year I summer break.*

**DPT 608** (2)  
**Physical Therapy Science II**

Application of physiologic principles used with application of hydrotherapy, superficial heat and cold, thermal and non-thermal ultrasound in management of patient's injuries. Emphasis on problem solving and clinical reasoning to determine most appropriate interventions based upon stage of injury and patient's clinical signs and symptoms. Enhance skills in history taking and commonly utilized documentation methods. Practice skills required to maintain a sterile environment or universal precautions.

*Unsatisfactory course grade – Remediation during Year I summer break.*

**DPT 611 (621)** (3) (2)  
**Research Design I (II)**

Review statistical and experimental procedures used in biomedical research. Develop skills to critically evaluate and discuss scientific literature. Participate in a group project to identify a research topic, write an institutional/review board application, collect and analyze data, and make a poster presentation to the Elon community.

*Unsatisfactory course grade – Remediation during summer break in Year I of curriculum.*

**DPT 612(613)(619)(703)** (1) (1) (1) (1)  
**Clinical Seminar I (II) (III) (IV)**

Series of four clinical skills laboratory courses throughout the DPT curriculum. Emphasis on enhancement of student's generic abilities, interview skills, documentation, examination skills, intervention strategies, utilization of evidence-based decision-making model with justification for examination and intervention strategies, prioritize patient problems and identify step-wise progression of patient with appropriate use of therapeutic exercises.

Conduct laboratory sessions in mock clinical setting (to include broad spectrum of the continuum of care settings) where student must balance ethical dilemmas with payment limitations created by today's health-care systems. Provide opportunity for student to practice clinical problem solving in a supportive environment. Each course will build upon the skills from previous modules. Early seminar courses will present simple patient (client) cases; later courses will emphasize the complex patient. Student expected to justify choices and decisions about patient care in "grand rounds" style. By the end of Seminar IV, student will demonstrate self-confidence in clinical skills and decision-making abilities. Goal is to prepare the student for the contemporary world of physical therapy. Student use of evidence-based decision making to permeate the entire 36-month curriculum.

*Unsatisfactory course grade – Remediation during summer break in Year I of curriculum for DPT 612 and DPT 613. (DPT 619) Remediation during Module V for DPT 619. WILL DELAY DPT 700 Clinical Practicum I. WILL DELAY GRADUATION from the program.*

*(DPT 703) Remediation during Module VII for DPT 703. WILL DELAY GRADUATION from the program.*

---

**Total Module II Credits 19**

---

**MODULE III (12 WEEKS)**

**DPT 604** (5)  
**Human Anatomy II**  
(Continued from Modules I and II)

*Unsatisfactory course grade – Re-enroll and retake course next year. WILL NOT CONTINUE IN THE CURRICULUM.*

**DPT 606** (5)  
**Human Physiology and -- Pathophysiology II**  
(Continued from Module II)

*Unsatisfactory course grade – Re-enroll and retake course next year. WILL NOT CONTINUE IN THE CURRICULUM.*

**DPT 609** (3)  
**Physical Therapy Science III**

Basic skills of goniometry, manual muscle testing and postural evaluation to measure impairment.

*Unsatisfactory course grade – Remediation during summer break of Year I of curriculum.*

**DPT 610** (2)  
**Human Life Sequences**

The developmental process from conception to death with the emphasis on human motor performance. Sequence of study includes fetal life, infancy, early and middle childhood, late childhood adolescence, early and middle adulthood, and the aging adult including neuroanatomical and neurophysiological mechanisms in relationship to developmental changes in performance, and musculoskeletal development in relationship to the human life span.

*Unsatisfactory course grade – Remediation during summer break of Year I of curriculum.*

**DPT 613** (1)(1)(1)  
**Clinical Seminar II (III) (IV)**

Second seminar in series of four. See course description in Module II.

*Unsatisfactory course grade – Remediation during summer break of Year I of curriculum.*

**DPT 614** (4)  
**Foundations of Biomechanics and Musculoskeletal Management**

Functional characteristics of bone, connective tissue and skeletal muscle presented. Principles of biomechanics (kinematics and kinetics) to develop conceptual framework for human motion discussed. Biomechanics of posture and gait addressed.

Basic concepts of musculoskeletal management are presented to prepare the student for application to specific regional problems in Module IV, three courses: DPT 616, 617, 618: Biomechanics and Management of Musculoskeletal Dysfunction I, II and III. Content includes an introduction to orthopedic physical therapy, the five steps of patient/client management outlined in The Guide to Physical Therapist Practice, modes

of diagnostic imaging, upper and lower half screens, clinical applications of tissue mechanics, joint mobilization, muscle length testing, strengthening, stretching, ergonomics and body mechanics, and issues regarding referral and patient/client adherence.

*Unsatisfactory course grade – Remediation during summer break.*

---

**Total Module III Credits 20**

---

**MODULE IV (16 WEEKS)****DPT 616, 617, 618** (7) (6) (6)  
**Biomechanics and Management of Musculoskeletal Dysfunction I-III**

Biomechanics and patient/client management of musculoskeletal dysfunction will be approached regionally and sequenced proximal to distal during the progression of three courses. Content includes joint mechanics and functional anatomy (arthrokinematic and osteokinematic motion), common pathologies/dysfunctions and management of those problems to include patient/client history, documentation, systems review, tests and measures, diagnosis, prognosis and intervention. Diagnostic imaging and pharmacology integrated into three courses. An analysis of total body movement as well as individual joints is utilized to assist understanding of biomechanics and orthopedic management.

*Unsatisfactory course grade – Remediation during Module V, will delay DPT 700 Clinical Practicum I. WILL DELAY GRADUATION from the program.*

**DPT 619** (1) (1)  
**Clinical Seminar III (IV)**

Third seminar in series of four. See course description in Module II.

*Unsatisfactory course grade – Remediation during Module V. Will delay DPT 700 Clinical Practicum I. WILL DELAY GRADUATION from the program.*

**DPT 620** (1)  
**Clinical Imaging**

Elements of reading roentgenographs, CAT and MRI scans for the physical therapist to enhance patient interventions.

*Unsatisfactory course grade – Remediation during Module V. WILL DELAY DPT 700 Clinical Practicum I. WILL DELAY graduation from the program.*

**DPT 622** (1)  
**Therapeutic Pharmacokinetics**

Effects of commonly used drugs in patients with physical disability; side effects that alter physical performance or responses to exercise.

*Unsatisfactory course grade – Remediation during Module V. WILL DELAY DPT 700 Clinical Practicum I. WILL DELAY graduation from the program.*

**DPT 621** (2)**Research Design II**

*(Continued from Module III, Research Design I)*

*Unsatisfactory course grade – Remediation during Module V. WILL DELAY DPT 700 Clinical Practicum I. WILL DELAY graduation from the program.*

---

**Total Module IV Credits 24**

---

**YEAR II****MODULE V (8 WEEKS)****DPT 700** (4)**Clinical Practicum I**

First of three 8-week, full-time clinical education requirements integrated into the 3-year DPT curriculum. Designed to provide the student with opportunity to apply knowledge and skills acquired in Year I; an emphasis on patients/clients with musculoskeletal diagnoses, as defined in the American Physical Therapy Association's *Guide to Physical Therapist Practice*. The course will be graded as Satisfactory (S) or Unsatisfactory (U).

*Unsatisfactory course grade – Remediation*

*during Module VII. WILL DELAY GRADUATION from the program.*

---

**Total Module V Credits 4**

---

**MODULE VI (16 WEEKS)****DPT 701** (10)**Neuroscience**

Anatomy and physiology of the human nervous system; development, cellular, chemical and structural basis for normal and abnormal sensorimotor and higher cognitive function. Discusses the clinically relevant pathological sequelae and the neurobiological basis for clinical intervention. Emphasizes a highly organized and interconnected nervous system with multiple mechanisms of neuroplasticity. Neuroimaging and pharmacokinetics integrated into the course.

*Unsatisfactory course grade – Remediation during Module VII. WILL DELAY DPT 704 Clinical Practicum II. WILL DELAY GRADUATION from the program.*

**DPT 702** (12)**Management of Neuromuscular Disorders**

Systematic, problem-solving approach to neurologic problems of the central and peripheral nervous systems with emphasis on epidemiology, clinical signs and symptoms, medical/surgical interventions, P.T. examination and interventions, and outcomes: laboratory included.

*Unsatisfactory course grade – Remediation during Module VII. WILL DELAY DPT 704 Clinical Practicum II. WILL DELAY GRADUATION from the program.*

**DPT 703** (1)**Clinical Seminar IV**

Fourth seminar in series of four. See course description in Module II.

*Unsatisfactory course grade – Remediation before Module VII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

---

**Total Module VI Credits 23**

---

**MODULE VII (8 WEEKS)****DPT 704 (4)**  
**Clinical Practicum II**

Second 8-week, full-time clinical education requirement integrated into the 3-year DPT curriculum designed to provide the student opportunity to apply knowledge and skills acquired during Year I and II. Depending on the student's clinical setting for DPT 700, clinical settings for DPT 704 (Clinical Practicum II) and DPT 711 (Clinical Practicum III) will be selected so the student meets the Acute Care, OP/Ambulatory, Rehabilitation, and/or neuromuscular patient diagnoses requirements as defined in the American Physical Therapy Association's *Guide to Physical Therapist Practice*. The course will be graded as Satisfactory (S) or Unsatisfactory (U).

*Unsatisfactory course grade – Remediation during Module VIII. WILL DELAY GRADUATION from the program.*

---

**Total Module VII Credits 4**

---

**MODULE VIII (8 WEEKS)****DPT 711 (4)**  
**Clinical Practicum III**

Third 8-week, full-time clinical education requirement integrated into the 3-year DPT curriculum designed to provide the student opportunity to apply knowledge and skills acquired during Year I and II. Depending on the student's clinical setting for DPT 700, clinical settings for DPT 704 (Clinical Practicum II) and DPT 711 (Clinical Practicum III) will be selected so the student meets the Acute Care, OP/Ambulatory, Rehabilitation, and/or neuromuscular patient diagnoses requirement as defined in the American Physical Therapy Association's *Guide to Physical Therapist Practice*. The course will be graded as Satisfactory (S) or Unsatisfactory (U).

*Unsatisfactory course grade – Remediation during Module XIII. WILL DELAY GRADUATION from the program.*

---

**Total Module VIII Credits 4**

---

**YEAR III****MODULE IX (12 WEEKS)****DPT 705 (4)**  
**Principles of Electrotherapeutic Examination and Intervention**

Basic concepts in electrical safety and instrumentation, detailed concepts and applications of electrotherapy introducing principles of electrophysiologic testing and therapeutic application of electrical stimulation (ES), including strengthening (NMES), re-education, pain reduction (TENS), tissue repair (ESTR) and iontophoresis. Electrophysiologic testing to include an introduction to electromyography (EMG), nerve conduction velocity (NCV) and other electrophysiological tests.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 706 (5)**  
**Physiology of Exercise**

Human physiologic responses to exercise including changes and adaptations in cardiopulmonary, musculoskeletal and neuromuscular systems across the life span, including normal response and response of those with special needs. Exercise training principles explored through case presentations laboratory experiences, class discussion and lecture. Basic nutrition principles taught in relationship to exercise.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 707 (4)**  
**Management of Cardiopulmonary Dysfunction**

Cardiac and pulmonary pathophysiology of patients to include physical therapy management of clients, laboratory and lecture.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805*

*Internship. WILL DELAY GRADUATION from the program.*

**DPT 708** (3)

**Prosthetics and Orthotics**

Examination and intervention through application of prosthetic and orthotic devices for patients (clients). Analysis of gait patterns created through use of prosthetic and orthotic devices; includes laboratory.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 709 (809)** (1) (1)

**Directed Research I (II)**

Guided instruction in the development, planning and writing of a case study. Final submission of case study to be publication ready.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 710** (1)

**Management of Integumentary Disorders**

Systematic, problem-solving approach to integumentary disorders with emphasis on etiology, pathophysiology, examination techniques and approaches, clinical signs and symptoms, multidisciplinary considerations, and evidence-based treatment approaches.

*Unsatisfactory course grade – Remediation during Module X. WILL DELAY DPT 704 Clinical Practicum II. WILL DELAY GRADUATION from the program.*

---

**Total Module VIII Credits 18**

---

**MODULE X (4 WEEKS)**

**DPT 800**  
**Clinical Decision Making with Complex Patient (Client)** (4)

Role of physical therapy in rehabilitation of client with complex and/or multiple

problems of the neurologic, musculoskeletal and/or cardiopulmonary systems. Emphasis on clinical problem solving to obtain the desired functional outcome for the client. Guided instruction to assist the student to make appropriate clinical decisions regarding examination, intervention(s) with emphasis on functional outcomes, clinical decisions to progress the patient with relevant therapeutic exercise programs. Emphasis on use of evidence-based research to determine intervention(s). Videotaped client case presentations will follow patient through the numerous levels of care including intensive care to home care, laboratory and lecture.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 801** (4)

**Management of the Pediatric Client**

Systematic, problem-solving approach to the pediatric client with emphasis on prevention, etiology, clinical manifestations, examination and interventions. Identify central issues related to therapeutic intervention for children and their families; includes laboratory.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

---

**Total Module X Credits 8**

---

**MODULE XI (4 WEEKS)**

**DPT 802** (4)

**Principles of Administration and Management**

Organization and administration of a physical therapy department including budget considerations, reimbursement methods, hiring-interviewing techniques, medical-legal-ethical issues and roles of team members including PTA.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

**DPT 803****Geriatric Health and Wellness**

(4)

Holistic approach to geriatric client as an active participant in health-care process. Focus on normal developmental process of aging, preventive care and management of pathological aging.

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

---

**Total Module XI Credits 8**


---

**MODULE XII (6 WEEKS)****DPT 804****Advanced Clinical Practice Selective Tracks**

(12)

Advanced study in selected topic areas including the broad spectrum of primary clinical practice settings. Generally, students focus on one of two areas: musculoskeletal or neuromuscular rehabilitation. Topics included may vary from year to year. Emphasis will be on advanced clinical skills to prepare students for today's demanding health-care environment. Goal is to prepare students for six-month internship.

In lieu of advanced study in one of two areas, selected student(s) may request an independent study in physical therapy. Request to be generated by student through a faculty sponsor. Requires advanced approval (by end of Year II of the DPT curriculum) of the Department of Physical Therapy Education faculty.

Student contact time per selective will be 144 hours (six weeks x 24 hours per week with much of the course taught in a mock clinical setting with patients/clients present).

*Unsatisfactory course grade – Remediation during Module XII. WILL DELAY DPT 805 Internship. WILL DELAY GRADUATION from the program.*

---

**Total Module XII Credits 12**


---

**MODULE XIII (24 WEEKS)****DPT 805****Internship**

(12)

Twenty-four (24) week, full-time clinical education experience designed to provide the student opportunities to integrate all didactic knowledge to reach entry-level clinical competency. Frequent use of computer technology to acquire research evidence to support clinical decision making for each patient/client. Internet connections among students, preceptors and Elon faculty. Synchronous and non-synchronous chat rooms. Internship designed to integrate critical inquiry, administration, education and consultation into all aspects of patient/client management as defined by the *Guide to Physical Therapy Practice*.

*Unsatisfactory course grade will require remediation in another clinical setting. The number of weeks required (up to 24 weeks) will be determined by the course instructor in cooperation with the clinical preceptor. A second Unsatisfactory course grade may result in dismissal from the program. WILL DELAY GRADUATION from the program.*

**DPT 809****Directed Research II**

(1)

Completion of case study to include submission in publication ready format.

*Unsatisfactory course grade - Remediation following Module XII. WILL DELAY GRADUATION from the program.*

---

**Total Module XIII Credits 13**


---

**MODULE XIV****Electives**

Students will select from a variety of topics for classes presented in the style of continuing education courses. To attend a minimum of 16 hours for the week.

## ADMINISTRATION

**Leo M. Lambert, B.A., M.Ed., Ph.D.**  
President

**Gerald L. Francis, B.S., M.A., Ph.D.**  
Provost and Vice President for Academic Affairs

**F. Gerald Dillashaw, B.S., M.A.T., Ed.D.**  
Dean of School of Education

**Elizabeth A. Rogers, B.S., M.Ed., Ed.D.**  
Associate Dean of the Department of Physical Therapy Education

**Arthur W. Fadde, B.S., M.Ed.**  
Assistant Dean of Admissions and Director of Graduate Admissions

**Mark R. Albertson, B.B.A.**  
University Registrar

## FACULTY

**Addison Williams Andrews, Assistant Professor of Physical Therapy**

B.S. in Physical Therapy, University of North Carolina at Chapel Hill; M.S., University of North Carolina at Chapel Hill; Ed.D., North Carolina State University; Clinical Specialist in Neurologic Physical Therapy

**Stephen P. Bailey, Associate Professor of Physical Therapy**

B.A., Western Maryland College; B.S., Medical University of South Carolina; M.A., Wake Forest University; Ph.D., University of South Carolina; Fellow, American College of Sports Medicine

**Robert Bartlett, Professor of Physical Therapy**  
B.S., Springfield College; M.Ed., New York University; Fellow, American Physical Therapy Association

**Carrie Ann Brice, Assistant Professor of Physical Therapy**

B.S., M.S., D'Youville College; D.P.T., Elon University

**(Joe) Gray Carpenter, Assistant Professor of Physical Therapy**

B.S., East Carolina University; D.P.T., University of North Carolina at Chapel Hill

**Susan A. Chinworth, Associate Professor of Physical Therapy**

B.S., Washington University; M.S., University of North Texas; Ph.D., Texas Woman's University

**Janet M. Cope, Assistant Professor of Physical Therapy**

B.S., University of New Hampshire; M.A., Springfield College; M.A., University of Massachusetts at Amherst; Ph.D., University of Massachusetts at Amherst

**Gail D. Deyle, Assistant Professor of Physical Therapy**

B.S., University of Nebraska; MPT, U.S. Army – Baylor University; D.P.T., Creighton University; D.Sc., Andrews University; Fellow in American Academy of Orthopaedic Manual Physical Therapist (FAAOMPT); Clinical Specialist in Orthopaedic Physical Therapy

**Stephen E. Folger, Associate Professor of Physical Therapy**

B.S., Ithaca College; Ph.D., University of North Carolina at Chapel Hill

**Jane Freund, Assistant Professor of Physical Therapy**

B.S., East Stroudsburg State College; MPT, U.S. Army – Baylor University; M.S., University of North Carolina at Chapel Hill; D.P.T., Arizona Health Sciences University; Clinical Specialist in Neurologic Physical Therapy

**Michelle A. Fritsch, Associate Professor of Physical Therapy**

B.S., Pharm.D., Purdue University; Certified Geriatric Pharmacist

**Paula Hudson, Assistant Professor of Physical Therapy**

B.S., Northeastern University; M.S., University of North Carolina at Chapel Hill; D.P.T., Massachusetts General Hospital Institute of Health Professions

**Marianne Janssen, Associate Professor of Physical Therapy**

B.S., Jan van Essen Academy; M.S., United States Sports Academy; Ed.D., Nova Southeastern University; Certified Athletic Trainer

**Charity Johansson**, *Professor of Physical Therapy*

B.A., Wake Forest University; M.A., Stanford University School of Medicine; Ph.D., University of North Carolina at Chapel Hill; Clinical Specialist in Geriatric Physical Therapy

**Carolyn Johnson**, *Assistant Professor of Physical Therapy*

B.S., Winston-Salem State University; M.P.T., D.P.T., Elon University

**Cynthia Lynn Lewis**, *Associate Professor of Physical Therapy*

B.S., Guilford College; M.S., Duke University; M.S., University of North Carolina at Chapel Hill; Ph.D., University of North Carolina at Greensboro

**Traci M. Little**, *Assistant Professor of Physical Therapy*

B.S., North Carolina State University; M.P.T., D.P.T., Elon University

**Elisabeth Pennington**, *Assistant Professor of Physical Therapy*

B.A., North Carolina State University; M.A., University of North Carolina at Greensboro; C.C.C. – Speech-Language Pathology

**Elizabeth A. Rogers**, *Professor of Physical Therapy/Associate Dean*

B.S., Loma Linda University; M.Ed., Boston University; Ed.D., University of Houston/Baylor

**Michael Christian Sherk**, *Assistant Professor of Physical Therapy*

B.S., Wake Forest University; M.P.T., D.P.T., Elon University

**Deborah M. Stetts**, *Assistant Professor of Physical Therapy*

B.S., Pennsylvania State University; M.P.T., U.S. Army - Baylor University; M. Strategic Studies - U.S. Army War College; D.P.T., A.T. Still University; Fellow in American Academy of Orthopaedic Manual Physical Therapy; Clinical Specialist in Orthopaedic Physical Therapy

**Robin Waldron**, *Assistant Professor of Physical Therapy*

B.S., East Carolina University; D.P.T., Elon University



# ELON

Office of Graduate Admissions  
2750 Campus Box  
Elon, NC 27244-2010

800.334.8448 ext 3  
gradadm@elon.edu  
[www.elon.edu/graduate](http://www.elon.edu/graduate)

Non-Profit

Organization

US Postage

PAID

Permit No. 1

Elon, NC

27244-2010