

January 2011

Baruch College

Chancellor's University Report – Part A: Academic Matters

PART A: ACADEMIC MATTERS**Section AIII: Changes in Degree Programs**

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Mildred and George Weissman School of Arts and Sciences Faculty Meeting on December 15, 2010 effective the Fall 2011 semester, pending approval of the Board of Trustees.

AIII:10.1a. The following revisions are proposed for the Ad Hoc Liberal Arts Major**Change in Program Description****Program:** BA in Liberal Arts – Ad Hoc**Program Code:** 01975**HEGIS Code:** 4901.00**Effective:** Fall 2011

FROM: BA IN LIBERAL ARTS – AD HOC	TO: BA IN LIBERAL ARTS – AD HOC
<p>FIELD DESCRIPTION</p> <p>When a student's educational objectives cannot be fully attained solely by study within an existing department, program, or school, he or she is given the option of devising an ad hoc pattern of courses in an area of concentration of his or her own choosing. A student may embark upon an arts and sciences ad hoc major following preparation and formal acceptance of a proposal outlining the area of study, the desired outcomes, and the educational values of the program.</p> <p>Arts and sciences ad hoc majors have been devised by students interested in majoring in area studies, children's studies, fine and performing arts, modern languages, the natural sciences, and religion and culture.</p> <p>THE MAJOR</p> <p>As described above, the arts and sciences ad hoc major is a student-designed course of study. Students create this major by combining courses from two or more departments into an integrated field of study with a clear liberal arts focus. There is no ad hoc major within the Zicklin School of Business or the School of Public Affairs.</p> <p>The Weissman School of Arts and Sciences ad hoc major requires a minimum of 30 credits, with at least 24 liberal arts credits. The major must contain courses from at least two different Weissman departments, with a minimum of three courses (9–12 credits) from each of those departments. A maximum of three non-liberal arts courses may be included in an ad hoc major to provide support and/or supplementation to a strong liberal arts concept. No more than three</p>	<p>FIELD DESCRIPTION</p> <p>When a student's educational objectives cannot be fully attained solely by study within an existing department, program, or school, he or she is given the option of devising an ad hoc pattern of courses in an area of concentration of his or her own choosing. A student may embark upon an arts and sciences ad hoc major following preparation and formal acceptance of a proposal outlining the area of study, the desired outcomes, and the educational values of the program. Arts and sciences ad hoc majors have been devised by students interested in majoring in area studies, children's studies, fine and performing arts, modern languages, the natural sciences, and religion and culture.</p> <p>THE MAJOR</p> <p>As described above, the arts and sciences ad hoc major is a student-designed course of study. Students create this major by combining courses from two or more departments into an integrated field of study with a clear liberal arts focus. There is no ad hoc major within the Zicklin School of Business or the School of Public Affairs.</p> <p>The Weissman School of Arts and Sciences ad hoc major requires a minimum of 30 credits, with at least 24 liberal arts credits. The major must contain courses from at least two different Weissman departments, with a minimum of three courses (9–12 credits) from each of those departments, <u>and may contain no more than two courses from the discipline in which the student intends to complete a Tier III minor (those one or two courses may not be used toward completion of the Tier III minor).</u> A maximum of three non-liberal arts courses may be included in an ad hoc major to provide support and/or supplementation to a strong liberal arts concept. No more than three courses from the Zicklin School of Business (3000-level and above) may be used in a Weissman ad hoc major. Students interested in</p>

courses from the Zicklin School of Business (3000-level and above) may be used in a Weissman ad hoc major. Students interested in including business courses in their ad hoc major should refer to the following website for the list of courses approved for use:
www.baruch.cuny.edu/wsas/student_resources/declare_major_ad_hoc.htm.

Students are required to attend an ad hoc workshop led by Dr. Wendy Heyman, Arts and Sciences Coordinator in the Starr Career Development Center. Once drafted, the ad hoc proposal must be reviewed and approved by Dr. Heyman, faculty advisors from two of the Weissman departments in which at least three courses (9–12 credits) will be completed, and the Office of the Associate Dean, Weissman School of Arts and Sciences.

including business courses in their ad hoc major should refer to the following website for the list of courses approved for use:
www.baruch.cuny.edu/wsas/student_resources/declare_m

Students are required to attend an ad hoc workshop led by Dr. Wendy Heyman, Arts and Sciences Coordinator in the Starr Career Development Center. Once drafted, the ad hoc proposal must be reviewed and approved by Dr. Heyman, faculty advisors from two of the Weissman departments in which at least three courses (9–12 credits) will be completed, and the Office of the Associate Dean, Weissman School of Arts and Sciences.

Rationale: All undergraduate students must complete a Tier III minor that comprises courses outside of their major. The existing ad hoc program description is being revised to clarify Tier III options for students who declare an ad hoc major.

AIII:10.2a. The following revisions are proposed for the Tier III Disciplinary and Interdisciplinary Concentrations

From: Tier III Disciplinary and Interdisciplinary Concentrations	To: Tier III Disciplinary and Interdisciplinary Concentrations
<p>As part of the requirements for a baccalaureate degree, all students must fulfill a Tier III concentration to graduate. The concentration requirement consists of three courses of study (9–12 credits) outside of students’ majors. Of the three courses, two must be taken at the 3000 level or higher. Courses used to satisfy Tier II may not also be used to fulfill Tier III concentration requirements. The third course in Tier III is to be the 4000-, 5000-, or 6000-level capstone course created or designated by each department in the concentration. Capstone courses are research-oriented and communication-intensive. The capstone course can be taken only after students have completed two courses in their disciplinary concentration at the 3000 level or higher, and it must be taken at Baruch College. In order to graduate, a student must have a grade point average of at least 2.00 in the three courses that make up his or her Tier III minor.</p>	<p>As part of the requirements for a baccalaureate degree, all students must fulfill a Tier III concentration to graduate. The concentration requirement consists of three courses of study (9–12 credits) outside of students’ majors (<u>students pursuing ad hoc majors may not choose to minor in disciplines that are represented by more than two courses in their majors</u>). Of the three courses, two must be taken at the 3000 level or higher. Courses used to satisfy Tier II may not also be used to fulfill Tier III concentration requirements. The third course in Tier III is to be the 4000-, 5000-, or 6000-level capstone course created or designated by each department in the concentration. Capstone courses are research oriented and communication intensive. The capstone course may be taken only after students have completed two courses in their disciplinary concentration at the 3000 level or higher, and the capstone must be taken at Baruch College. In order to graduate, a student must have a grade point average of at least 2.0 in the three courses that make up his or her Tier III minor.</p>

Rationale: All undergraduate students must complete a Tier III minor that comprises courses outside of their major. The existing Tier III minor description is being revised to clarify Tier III options for students who declare an ad hoc major.

AIII:10.3a. New Minor: Tier III Minor in Jewish Studies

The Jewish Studies Program offers an interdisciplinary approach to the academic study of the American, and more specifically, the New York Jewish experience. Courses offered through the program and cross-listed with a range of departments are open to all students, and address the historical, social, cultural, religious and political life of American Jewry from the turn of the nineteenth-century through recent times.

THE MINOR

Required Course

JWS 4900 Topics in Jewish Studies: Capstone Course: New York and the Jewish Experience

Electives

Choose two of the following courses:

ANT 3153 Urban Anthropology

- ANT/SOC 3085 Special Topics in Anthropology/Sociology *
- ANT/SOC/REL 4050 Religious Worlds of New York
- ENG 3032 Ethnic Literature *
- ENG 3940 Topics in Film *
- ENG 4550 Jewish-American Literature
- HEB 3311 History (Ancient) of the Jewish People as Reflected in Literature
- HEB 3312 History (Medieval/Modern) of the Jewish People as Reflected in Literature
- HIS/POL/REL 3008 Religion and Politics in the United States
- HIS 3460 Topics in American History *
- HIS 3472 American Urban History
- HIS 3550 The Immigrant in American History
- HIS 3551 History of the People of the City of New York
- HIS 3560 History of the Jewish People in America
- REL 3002 The Traditions of Judaism
- REL 3525 The Hebrew Bible
- REL 3220 Modern Jewish Thought

* Students may use this course if the topic is relevant to the minor. Please consult the Director of the Jewish Studies Program for permission.

Rationale: This program will allow students to gain an overview of major themes, topics and approaches in the field of American Jewish Studies and to examine some key debates in this interdisciplinary area. The program will be built upon a range of diverse course offerings taken by students in particular departments. The capstone course for the minor will build on this foundation and will enable students to achieve mastery over certain central themes within the field. Faculty and student interest in a Jewish Studies Program is strong and will serve to increase the numbers of students engaged in the humanities at Baruch.

Alli:10.4a. The following revisions are proposed for the MA in Corporate Communication

Program: MA in Corporate Communication

Program Code: 22302

HEGIS Code: 0699.00

Effective: Fall 2011

FROM: MA IN CORPORATE COMMUNICATION			TO: MA IN CORPORATE COMMUNICATION		
The MA in Corporate Communication is a 36-credit program that is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry.			The MA in Corporate Communication is a 36-credit program that is designed to prepare both aspiring and practicing corporate communication professionals to plan, implement, and assess corporate communication strategies in business and industry. <u>It is strongly recommended that applicants possess: facility with digital media, intranet, social media, and website design and applications; an understanding of business management; and foreign language facility. Proficiency in these areas should be demonstrated through formal undergraduate courses, work experience, and/or professional workshops or courses.</u>		
Courses in Specialization (36 credits)			Courses in Specialization (36 credits)		
Course	Description	Crs	Course	Description	Crs
Required Courses (24 credits)			Core Courses – 5 seminars (15 credits)		
COM 9139 (PAF 9139)	Communication Strategy	3	COM 9510	Legal and Ethical Issues in Corporate Communication	3
COM 9505	Media Analysis for Corporate	3	COM 9620	Corporate Communication	3

Communication					
COM 9510	Legal and Ethical Issues in Corporate Communication	3	COM 9635	Research Methods (Quantitative) in Corporate Communication	3
COM 9620	Corporate Communication	3	COM 9640	Qualitative Research Methods in Corporate Communication	3
COM 9630	Corporate Media Relations	3		and	
COM 9635	Research Methods (Quantitative) in Corporate Communication	3	Choose one of the following courses:		
COM 9640	Qualitative Research Methods in Corporate Communication	3	COM 9139	Communication Strategy	3
			COM 9505	Media Analysis for Corporate Communication	3
Exit Requirement (3 credits)			COM 9656	International Business Communication	3
COM 9991	MA Thesis in Corporate Communication	3			
	or		Exit Requirement (3 credits)		
COM 9992	MA Capstone Project in Corporate Communication	3	COM 9991	MA Thesis in Corporate Communication	3
				or	
			COM 9992	MA Capstone Project in Corporate Communication	3
Electives Courses (12 credits)			Corporate Communication Electives – 6 seminars (18 credits)		
Choose four courses from:			Select six courses from the following:		
COM 9108	Communication and Information Technology	3	COM 9108	Communication and Information Technology	3
COM 9515	Graphic Design for Media Professionals	3	COM 9139	Communication Strategy	3
COM 9625	Corporate Culture and Sustainability	3	COM 9505	Media Analysis for Corporate Communication	3
COM 9650	Multinational Corporate Communication and Culture	3	COM 9515	Graphic Design for Media Professionals	3
COM 9651	Theories of Persuasion	3	COM 9625	Corporate Culture and Sustainability	3
COM 9652	Crisis Communication	3	COM 9630	Corporate Media Relations	3
COM 9653	Investor Relations	3	COM 9650	Multinational Corporate Communication and Culture	3
COM 9654	Employee Communication	3	COM 9651	Theories of Persuasion	3
COM 9655	Corporate Advertising, Image, and Identity	3	COM 9652	Crisis Communication	3
COM 9656	International Business Communication	3	COM 9653	Investor Relations	3
COM 9657	Video Production for Corporate Communication	3	COM 9654	Employee Communication	3
COM 9658	Reputation Management	3	COM 9655	Corporate Advertising, Image, and Identity	3
COM 9660	Selected Topics in Corporate Communication	3	COM 9656	International Business Communication	3
COM 9800	Internship in Corporate Communication	3	COM 9657	Video Production for Corporate Communication	3
COM 9900	Independent Study	3	COM 9658	Reputation Management	3
			COM 9660	Selected Topics in Corporate Communication	3
			COM 9800	Internship in Corporate Communication	3
			COM 9900	Independent Study	3

Rationale: After considering recommendations from current and previous students, faculty, and Advisory Board Members, the number of required, or core courses, has been reduced from eight to six to offer greater flexibility to students.

Recommendations regarding potential applicant skill sets are being added to the bulletin description.

The following recommendations of the Committee on Undergraduate Curriculum were approved at the Zicklin School of Business Faculty Meeting on November 11, 2010 effective the Fall 2011 semester, pending approval of the Board of Trustees.

All:10.1b. The following revisions are proposed for the BBA in Computer Information Systems in the Zicklin**School of Business**

Program: BBA Degree in Computer Information Systems

Program Code: 21877

Effective: Fall 2011

From: BBA in Computer Information Systems			To: BBA in Computer Information Systems		
Course	Description	Crs	Course	Description	Crs
Required Courses (12 credits)			Required Courses (12 credits)		
CIS 3100	Object-Oriented Programming I	3	CIS 3100	Object-Oriented Programming I	3
CIS 3400	Database Management Systems I	3	CIS 3400	Database Management Systems I	3
CIS 4800	Systems Analysis and Design	3	CIS 4800	Systems Analysis and Design	3
CIS 5800	Systems Development Project	3	CIS 5800	Systems Development Project	3
Choose four courses from:			Choose four courses from:		
CIS 3367	Spreadsheet Applications in Business (Formerly Microcomputer Applications in Business I)	3	CIS 3367	Spreadsheet Applications in Business (Formerly Microcomputer Applications in Business I)	3
CIS 3444	e-Business Technologies	3	CIS 3444	e-Business Technologies	3
CIS 3500	Networks and Telecommunications I (formerly CIS 4450)	3	CIS 3500	Networks and Telecommunications I (formerly CIS 4450)	3
CIS 3630	Principles of Web Design (formerly CIS 4630)	3	CIS 3630	Principles of Web Design (formerly CIS 4630)	3
CIS 4100	Object-Oriented Programming II	3	CIS 3700	Green IT	3
CIS 4110	Object-Oriented Programming II with Java	3	CIS 3750	Social Media Technologies in Organizations	3
CIS 4160	Web Applications Development	3	CIS 4100	Object-Oriented Programming II	3
CIS 4350	Computer Control and Audit	3	CIS 4110	Object-Oriented Programming II with Java	3
CIS 4400	Database Management Systems II	3	CIS 4160	Web Applications Development	3
CIS 4500	Networks and Telecommunications II	3	CIS 4350	Computer Control and Audit	3
CIS 4550	Networked Information Systems Security	3	CIS 4400	Database Management Systems II	3
CIS 4610	Expert (Knowledge-Based) Systems and Related Technologies	3	CIS 4500	Networks and Telecommunications II	3
CIS 4620	Financial Information Technologies	3	CIS 4550	Networked Information Systems Security	3
CIS 4650	Operating Systems Concepts (formerly CIS 3650)	3	CIS 4610	Expert (Knowledge-Based) Systems and Related Technologies	3
CIS 4670	Special Topics in Computer Information Systems	3	CIS 4620	Financial Information Technologies	3
OPR 3300	Quantitative Methods for Accounting	3	CIS 4650	Operating Systems Concepts (formerly CIS 3650)	3
OPR 3450	Quantitative Decision Making for Business	3	CIS 4670	Special Topics in Computer Information Systems	3
		3	OPR 3300	Quantitative Methods for Accounting	3
			OPR 3450	Quantitative Decision Making for Business	3

Rationale: This change is needed to add the new elective courses that were approved earlier to the CIS major.

Section AIV: New Courses**AIV:10.1a. Department of Black and Hispanic Studies**

Course Number: BLS/HSP 3050

Title: Race and Global Inequality

Hours: 3.0

Credits: 3.0

Prerequisite: ENG 2150 and one of the following courses: BLS 1019, HSP 1000, HSP 1004, HIS 1005, or SOC 1005

Course Description: The idea of race has transcended the moment and location in which it was invented, has been exported around the world, and, in dynamic fashion, has variously influenced human relations. This broad and changing application of racial ideas is what makes race a "worldview." We will examine this worldview, and explore how much conceptions of race explain the inequality that we see among nations and peoples around the globe, both today and in the past.

Rationale: This course will fill a gap in the course offerings of the Department of Black and Hispanic Studies. The department is in need of courses that focus on studies that analyze the history of Blacks and Hispanics in a global context. The department also seeks to offer more courses that bridge our two programs (in Black Studies and Hispanic Studies) rather than focus on just one). BLS/HSP 3050 will be offered yearly with a projected enrollment of 35 students. This course may be used within the Tier III minors in Black and Hispanic Studies and Latin American and Caribbean Studies. It may also be used to fulfill the Cultural Studies requirement of the BA degree or as a general elective for the BA, BBA, and BS degrees.

AIV:10.2a. Department of English – Experimental Course

Course Number: ENG 3001

Title: Naked English: Baring the Bones of the English Sentence

Hours: 3.0

Credits: 3.0

Prerequisite: ENG 2100 and 2150 or equivalent

Course Description: The form, variety, and extraordinary possibilities of the English sentence—from the simple to the advanced—form the subject matter of this course, one that examines how sentences are put together, how they work, and how they carry power to persuade an audience and effect change. The course will discuss issues of correctness, grammaticality, common usage, and formal writing, and will help students generate correct, sophisticated, audience-appropriate prose.

Rationale: Many students at Baruch pass their required writing courses but still feel they have not mastered the subtleties, nuances, and registers of English syntax and grammar. Hence, when they approach writing assignments or tasks, they still feel great anxiety about getting the language right. This course seeks to develop in students a mastery of advanced, complex, and varying sentence structures and other conventions of written English, and help students attain greater confidence in their competence and fluency as writers. Overcoming uncertainties and misconceptions with grammar and usage will also help the students toward greater competence in their writing of the formal essay, a crucial component of classes taught within English and many other majors. ENG 3001 is intended as an experiment to be piloted winter intersession 2011, with a projected enrollment of 25 students. The three fulltime faculty who will teach the pilot will then assess the effectiveness and structure of the course at the end of the intersession. This course may be used as a general elective for the BA, BBA, and BS degrees.

AIV:10.3a. Department of English

Course Number: ENG 3960

Title: Topics in Language

Hours: 3.0

Credits: 3.0

Prerequisite: ENG 2150, or ENG/CMP/LTT 2800 or 2850 or departmental permission

Course Description: This course provides an opportunity to study important concepts in language and linguistics not found or only touched on in other courses. This format allows for an intensive investigation of these topics, which may vary from semester to semester. Representative subjects include but are not limited to: language in action and society, language of the media, psycholinguistics, sociolinguistics, language and literacy, language and gender, language and linguistic pedagogy, bilingualism, discourse analysis, and computer applications in language study. [Students may enroll more than once in ENG 3960 if the topic is different].

Rationale: The English Department's current course offerings in language and linguistics have filled consistently for a number of years. Introduction to Linguistics (ENG 3700; cross-listed with COM 3700); Structure and History of English (ENG 3750/COM 3750); and Globalization of English (ENG 4015 /SOC 4015) have remained popular, and students have requested additional opportunities for courses in related areas of language studies. This Topics course will provide the flexibility to explore additional linguistic topics under this rubric, drawing on the specializations of different faculty within the department. ENG 3960 will be offered yearly with a projected enrollment of 30 students. This course may be used as an elective within both the English major and Tier III minor. It may also be used as a general elective for the BA, BBA, and BS degrees.

AIV:10.4a. Department of English**Course Number:** ENG 4011**Title:** Literary Theory**Hours:** 3.0**Credits:** 3.0**Prerequisite:** one 3000-level literature course (CMP, LTT, or ENG) or one 4000-level literature course in a foreign language (CHI, FRE, HEB, ITL, or SPA) or departmental permission.

Course Description: This course is a historical survey of literary theory, beginning with its origins in the writings of Plato and Aristotle on poetics and rhetoric. The development of theory is traced chronologically through Renaissance hermeneutics and humanism, Romanticism, and the 19th-century discipline of philology. The course concludes with a consideration of the 20th-century critical discourses of formalism, structuralism and deconstruction, as well as contemporary critical trends. (This course is cross-listed as CMP 4011. Students may receive credit for either ENG 4011 or CMP 4011, not both. These courses may not substitute for each other in the F grade replacement policy.)

Rationale: This course is being cross-listed with the existing CMP 4011 because it will fill a gap in the course offerings of the Department of English. ENG/CMP 4011 will be offered yearly with a combined projected enrollment of 23 students. This course may serve as the capstone for the Tier III minors in English and Comparative Literature, or as a general elective for the BA, BBA, and BS degrees.

AIV:10.5a. Jewish Studies Program**Course Number:** JWS 4900**Title:** Topics in Jewish Studies: Capstone Course: New York and the Jewish Experience**Hours:** 3.0**Credits:** 3.0**Prerequisite:** ENG/CMP/LTT 2800 or 2850

Course Description: This course explores the varying responses of Jews as they adapted to American life, constructed American-Jewish identities, and participated in the culture of the United States and, more specifically, New York, from the turn of the 19th-century onwards. Using a range of sources, students examine key issues at the heart of the New York Jewish experience: immigration; community; religion; race; language; Zionism; urban life; the labor movement; the Holocaust; and food. Class meetings take advantage of Baruch's location with museum visits, a tour of the lower East Side, and by hosting a number of speakers who will share their intimate knowledge of New York Jewish community life.

Rationale: This course provides an opportunity to study important concepts and intersections in history, literature and culture that are not found or only touched on in other courses. JWS 4900 will be offered yearly with a projected enrollment of 25 students. This course may fulfill requirements for the Tier III minor in Jewish Studies or as a general elective for the BA, BBA and BS degrees. It can also fulfill the Cultural Studies course required of all Weissman School students.

AIV:10.6a. Department of Mathematics**Course Number:** MTH 4030**Title:** Topology**Hours:** 3.0**Credits:** 3.0**Prerequisite:** MTH 3020 or 3030

Course Description: This class introduces the fundamental and unifying concepts of one of the pillars of contemporary mathematics – point-set, or general, topology. Topics covered are metric spaces, general topological spaces, connectedness, and compactness. The relationship between the topological concepts and the corresponding concepts in real numbers is emphasized.

Rationale: The demands of a well-rounded curriculum, together with student interest, suggest that we should reinstate the foundational subject of topology to our curriculum after an absence of nearly 40 years. Exemplifying the broad mathematical process of extrapolating from known structures and applying their salient characteristics to other venues, topology is offered by most four-year colleges, both within and without CUNY. Moreover, any student preparing for graduate work in mathematics and certain other quantitative fields should have undergraduate experience in topology, along with advanced calculus, complex variables, and abstract algebra (all of which have been taught at Baruch within the past two years). MTH 4030 will be offered every third or fourth semester with a projected enrollment of 25 students. This course can serve as the capstone for the Tier III minor in Mathematics, or as an elective within the Mathematics major. It may also be used as a general elective for the BA, BBA, and BS degrees.

AIV:10.7a. Department of Modern Languages and Comparative Literature**Course Number:** JPN 4003**Title:** Contemporary Japanese Literature, Film, and Culture**Hours:** 3.0**Credits:** 3.0**Prerequisite:** JPN 3002 or departmental permission

Course Description: This course examines modern cultural materials, including short stories, film scripts, journal articles, critical essays (*hyōron*), poetry, manga, and memoirs. Students continue to improve their mastery of Japanese by reading, translating, and discussing course materials written in contemporary Japanese. Throughout the course, each student is required to express his or her own ideas and opinions about contemporary Japan both orally and in writing.

Rationale: The course is designed to allow students to improve their language skills after they finish an intermediate course. The course enables students to improve their oral communicative skills in Japanese while experiencing authentic materials by exploring literary, cinematic and cultural works and artifacts from Japan. It also involves an extensive grammar review. JPN 4003 will be offered every other semester with a projected enrollment of 23 students. This course may be used to satisfy the foreign language requirement of the Common Core Curriculum, as a capstone for the Tier III Japanese minor, or as a general elective for the BA, BBA, and BS degrees.

AIV:10.1b. Stan Ross Department of Accountancy**Course Number:** ACC 4091**Title:** Special Topics in Accountancy**Hours:** 1.0**Credits:** 1.0**Prerequisite:** To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in accounting that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.2b. Stan Ross Department of Accountancy**Course Number:** ACC 4093**Title:** Special Topics in Accountancy**Hours:** 3.0**Credits:** 3.0**Prerequisite:** To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in accounting that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.3b. Stan Ross Department of Accountancy**Course Number:** ACC 4094**Title:** Special Topics in Accountancy**Hours:** 1.5**Credits:** 1.5**Prerequisite:** To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in accounting that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.4b. Department of Economics and Finance

Course Number: ECO 4091

Title: Special Topics in Economics

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in economics that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.5b. Department of Economics and Finance

Course Number: ECO 4092

Title: Special Topics in Economics

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in economics that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.6b. Department of Economics and Finance

Course Number: ECO 4093

Title: Special Topics in Economics

Hours: 3.0

Credits: 3.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in economics that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.7b. Department of Economics and Finance

Course Number: ECO 4094

Title: Special Topics in Economics

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in economics that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.8b. Department of Economics and Finance

Course Number: FIN 4091

Title: Special Topics in Finance

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in finance that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.9b. Department of Economics and Finance

Course Number: FIN 4092

Title: Special Topics in Finance

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in finance that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.10b. Department of Economics and Finance

Course Number: FIN 4094

Title: Special Topics in Finance

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in finance that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV: 10.11b. Department of Law

Course Number: BUS 3333

Title: Case Studies in Business

Hours: 2.0

Credits: 2.0

Prerequisite: ZK major code

Course Description: This course consists of the study of several short business cases that will provide opportunities to analyze real business situations. The cases will be studied in a teaching/learning atmosphere designed to promote analysis, communication, and teamwork skills. The course will also emphasize critical thinking and decision-making. The cases include components drawn from all business disciplines. This is a business elective course only. It may not be used for the major or the minor.

Rationale: Case teaching is a hallmark of the best business schools in the United States. Case teaching provides a student-centered, active learning environment. The Zicklin undergraduate program has designed this course to provide more active learning experiences for our students. It will serve as a vehicle to promote analytical, communication, and team-work skills.

This course is an elective course for any Zicklin student. It was designed as a January course but may run at other times. It is expected to enroll approximately 25-40 students. It will be offered as an experimental course in January.

AIV:10.12b. Department of Management

Course Number: MGT 4091

Title: Special Topics in Management

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.13b. Department of Management

Course Number: MGT 4092

Title: Special Topics in Management

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.14b. Department of Management

Course Number: MGT 4093

Title: Special Topics in Management

Hours: 3.0

Credits: 3.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.15b. Department of Management

Course Number: MGT 4094

Title: Special Topics in Management

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in management that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.16b. Department of Marketing and International Business

Course Number: MKT 4091

Title: Special Topics in Marketing

Hours: 1.0

Credits: 1.0

Prerequisite: Pre or co-requisite MKT 3000 and to be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in marketing that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.17b. Department of Marketing and International Business

Course Number: MKT 4092

Title: Special Topics in Marketing

Hours: 2.0

Credits: 2.0

Prerequisite: Pre or co-requisite MKT 3000 and to be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in marketing that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that

do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.18b. Department of Marketing and International Business

Course Number: MKT 4094

Title: Special Topics in Marketing

Hours: 1.5

Credits: 1.5

Prerequisite: Pre or co-requisite MKT 3000 and to be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in marketing that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.19b. Department of Marketing and International Business

Course Number: IBS 4091

Title: Special Topics in International Business

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in international business that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.20b. Department of Marketing and International Business

Course Number: IBS 4092

Title: Special Topics in International Business

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in international business that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.21b. Department of Marketing and International Business

Course Number: IBS 4094

Title: Special Topics in International Business

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in international business that is not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.22b. Department of Real Estate

Course Number: RES 4091

Title: Special Topics in Real Estate

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in real estate that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.23b. Department of Real Estate

Course Number: RES 4092

Title: Special Topics in Real Estate

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in real estate that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.24b. Department of Real Estate

Course Number: RES 4093

Title: Special Topics in Real Estate

Hours: 3.0

Credits: 3.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in real estate that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that

do not fit the regular curriculum. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.25b. Department of Real Estate

Course Number: RES 4094

Title: Special Topics in Real Estate

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in real estate that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.26b. Department of Statistics & Computer Information Systems

Course Number: CIS 3700

Title: Green IT

Hours: 3.0

Credits: 3.0

Prerequisite: CIS 2200

Course Description: This course examines the relationship between Information Technology and environmental sustainability. Students will be introduced to different theories and practices pertaining to business, Information Technology, and environmental sustainability. The course examines both "greening of IT" and "greening by IT." Greening of IT refers to the impact of information systems on the environment, including challenges such as the carbon footprint of information systems and e-waste. Greening by IT refers to IT-enabled solutions that focus on reducing green-house gas emissions.

Rationale: Organizations have begun realizing the importance of environmental sustainability not only to comply with regulations but as a strategic approach to differentiation. Information technology's carbon footprint is becoming significant enough to warrant attention of top management in organizations and researchers in this area. IT-intensive organizations consider energy efficiency of IT infrastructure in addition to traditional performance criteria. IT is also being used in a variety of areas to reduce carbon footprint of other organizational processes. This course will present students with the timely issues pertaining to IT and environmental sustainability. The course was offered as a special topics course and was well received.

The course will likely be offered once every year. It is expected to enroll approximately 35 students. The course is a new elective choice in the BBA-CIS program.

AIV:10.27b. Department of Statistics & Computer Information Systems

Course Number: CIS 4091

Title: Special Topics in Computer Information Systems

Hours: 1.0

Credits: 1.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in computer information systems that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in one credit provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1.5, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.28b. Department of Statistics & Computer Information Systems

Course Number: CIS 4092

Title: Special Topics in Computer Information Systems

Hours: 2.0

Credits: 2.0

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in computer information systems that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AIV:10.29b. Department of Statistics & Computer Information Systems

Course Number: CIS 4094

Title: Special Topics in Computer Information Systems

Hours: 1.5

Credits: 1.5

Prerequisite: To be determined by the syllabus

Course Description: This course focuses on timely and relevant topics in computer information systems that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not otherwise fit the regular curriculum. Ability to offer special topics in two credits provides flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 2 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

The following recommendations of the Curriculum Committee were approved at the School of Public Affairs Faculty Meeting on December 9, 2010. They will be effective for the Fall 2011 semester, pending approval of the Board of Trustees.

AIV:10.1p. The following is a new course in the MPA Program in the School of Public Affairs.

Course Number: PAF 9144

Title: Budget and Financial Analysis II

Hours: 3.0

Credits: 3.0

Prerequisites or Co-requisite: PAF 9140

Course Description: This course extends Budget and Financial Analysis I by examining financial management of buildings, bridges, roads, and other long-term capital assets and liabilities of state and local governments, nonprofit institutions, and other public entities. It addresses why these assets merit special consideration, how they are financed, and how the capital markets operate. This course also examines pension funds, with specific attention paid to how these liabilities are calculated, how entities fund them, and their fiscal implications for an organization.

Rationale: Asset oriented budget and finance issues are sharply distinct from the operating budgeting. While Budget and Financial Analysis I provides an overview of capital budgeting, this course provides in depth examination of these matters.

Unlike operating budgets, capital budgets, long-term liabilities and debt commitments can extend over several or even numerous years. While top decision makers may be the same people, the analytic staff who support these decisions are likely to be different, thus the topic requires separate treatment. Budget and Financial Analysis I is required for all our students because participation in the operating budget is required of all public managers. Budget and Financial Analysis II is a more advanced course for students who may (1) perform budgeting duties in a central budget office such as the New York City Office of Management and Budget; (2) specifically perform duties related to capital, debt or long-term liabilities; or (3) anticipate a role related to legislative or executive decision making. This course would also be beneficial to those who may engage in market activities related to public debt or pensions providing the perspective of the public entity.

At this time the School of Public Affairs offers a thin collection of courses related to budget and financial analysis. PAF 9140, which is separately being renamed Budget and Financial Analysis I, is a core requirement. This is the primary course taught to Master of Public Administration students and is offered in 3-5 sections a semester. PAF 9153, Budget and Finance for Nonprofits, is taught approximately twice a year. PAF 9152, Fund Raising and Grants Administration in Not-For-Profit and Voluntary Organizations, is taught twice a year. PAF 9105, Public Sector Financial Management, and PAF 9106, Accounting and Auditing in the Public Sector, have been dormant for many years. PAF 9109, Government Contracting, has been taught very infrequently. PAF 9319, Introduction to School Finance, is specialized for the MEd curriculum. Separately a faculty member is looking to revitalize PAF 9105. This course does not duplicate any of the listed courses.

New York is the largest market for municipal debt in the world. New York City, New York State, the Port Authority for New York and New Jersey, the Metropolitan Transit Authority, the Dormitory Authority, the Transitional Finance Authority, the School Construction Authority, and numerous other public entities engage in capital budgeting, issue debt and, in some instances, take on substantial pension risk. In the United States, public sector pensions have a market value estimated at \$3-4 trillion or more. These factors provide substantial reason to build capacity to address these capital budgeting, debt and pension risks.

It can be anticipated that SPA will build additional capacity in public financial management over the next few years. In recent times, NYU has had substantial changes in its faculty and may no longer be able to offer a robust program in public financial management. Consequently, building this capacity can expand Baruch's standing in the Public Affairs community. Other matters that may benefit from development include revitalizing PAF 9106 and 9109; and developing capacity in cost accounting, risk, revenue, cash management, and purchasing.

This is an elective course in the MPA program. It is expected to be offered once a year, with a projected enrollment of 25 students.

AIV:10.2p. The following is a new course in the MPA Program in the School of Public Affairs.

Course Number: PAF 9157

Title: Introduction to Philanthropy

Hours: 3.0

Credits: 3.0

Prerequisites or Co-requisite: PAF 9120, or PAF 9150, or PAF 9151

Course Description: This course considers the complex system of private giving that supports civil society, examining the ways in which private funds are given and the vehicles through which they are administered. It emphasizes the philanthropic motivations, strategic frameworks, and practices of individuals and institutions in the U.S. and other regions, as well as the public impact of these private activities. It also examines the current legal and regulatory framework within which philanthropy operates and emerging controversies about philanthropic institutions and activities.

Rationale: Although donations make up only 12% of the revenues of nonprofit organizations in the U.S., they are vitally important to their support, particularly in such industries as advocacy, arts and culture, higher education, religion, and social services. Gifts, bequests, and grants from individuals, families, corporations, and foundations are not only important sources of current revenues for nonprofits, they also comprise the capital necessary for growth and change in the sector.

While philanthropy often supports charitable, educational, and religious activities, it also often seeks to bring about social and political change. Because it enables the wealthy and special interest groups to advance their change agendas, government uses law, regulation, and public policy seek to balance the public interest against the property and civil rights of donors.

Using scholarship, media, and case studies, students will examine the significance of philanthropy in the nonprofit sector, philanthropic motives, legal, tax, and regulatory treatment donors and recipient institutions, major areas of philanthropy (including family giving, foundations, federated fundraisers, corporate contributions, religious giving and giving related to identity and ethnicity, global giving and grantmaking, and politics and advocacy). The course concludes with an exploration of two major areas of controversy in philanthropy, donor intent and political activity.

The current course listings for the non-profit track in the Master's in Public Affairs program include two required courses (PAF 9151 - Administration of Not-for-Profit and Voluntary Agencies, and PAF 9153 - Budgeting and Finance for Nonprofits). Students are free to choose from a number of electives, including more advanced and more specialized courses, including courses in nonprofit management, human services administration, the nonprofit sector, and emergency preparedness and response. One existing course (PAF 9152 - Fund Raising and Grants Administration in Not-for-Profit and Voluntary Organizations) does discuss some of the issues of philanthropic organizations that are at the heart of the new course being proposed. The existing course on fundraising and grants administration, however, is focused on the "nuts and bolts" of fundraising, while the new course being proposed provides broader conceptual, historical, institutional, and policy-related perspectives. The courses are complementary, combining these broader perspectives in the new course, and a greater attention to hands-on administrative issues in the existing course.

This course is expected to be taught in alternate years with expected enrollment of 25. This is an elective course in the MPA program.

AIV:10.3p. The following is a new course in the MPA Program in the School of Public Affairs.

Course Number: PAF 9158

Title: Religion, Nonprofits, Politics, and Policy

Hours: 3.0

Credits: 3.0

Prerequisites or Co-requisite: Grad 8 status in MPA program or permission of the Office of Student Affairs & Graduate Admissions of the School of Public Affairs

Course Description: Religious bodies are the largest component of the nonprofit sector in terms of numbers of organizations, giving, and volunteering, providing essential education, health, and human services. This course offers an overview of the role of religion in American public life, focusing its relationship to government, engagement in politics and policy, and provision of services.

Rationale: As religion assumes a new prominence in politics, policy making, and service provision, it has become vitally important for nonprofit and public agency executives to understand the fundamental characteristics of religion in American public life and how they have changed over time.

This course begins by defining religion and religious organizations and their relationships to government and the nonprofit sector. It moves on to examine the organizational components of religious bodies and their management, funding, and governance. It concludes with an exploration of religious involvement in politics, policy, civic engagement, and social movements.

This master's-level course uses a mix of scholarly readings and cases, with students expected to provide written analyses and oral case presentations. This course is geared to the interests and needs of MPA students, particularly those pursuing careers in public agencies that contract with religious and faith-based organizations and as executives in these entities.

The current course listings for the non-profit administration track include two required courses (PAF 9151 - Administration of Not-for-Profit and Voluntary Agencies, and PAF 9153 - Budgeting and Finance for Nonprofits). Students are free to choose from a number of electives, including more advanced and more specialized courses, including courses in nonprofit management, human services administration, the nonprofit sector, and emergency preparedness and response. While many of these courses may touch on religious nonprofit organizations, none of the current courses provide a focused, in-depth treatment of these organizations, despite the size of this component of the nonprofit sector and the increased interest in recent years in the role that religious nonprofits play in civil society and as service delivery organizations participating in government programs.

This course is expected to be taught in alternate years, with expected enrollment of 25 students. This is an elective course in the MPA program.

AIV:I0.4p. The following is a new course in the MPA Program in the School of Public Affairs.

Course Number: PAF 9183

Title: International Nonprofit Organizations

Hours: 3.0

Credits: 3.0

Prerequisites or Co-requisite: PAF9120, or PAF 9150, or permission of instructor.

Course Description: This course examines the international dimension of the nonprofit world. It focuses on those nonprofit organizations that work across borders because: 1) they seek to influence global issues such as economic justice, human rights or the environment; 2) they deliver aid or capacity building programs in developing countries; or 3) they are the secretariat or headquarters of an international network of organizations. The course will explore international and cross-cultural management issues, relationships with national governments and supranational entities, and international advocacy strategies.

Rationale: This course was first offered in Spring 2010 as a PAF9299 Selected Topics course, in response to SPA students' growing interests in international issues in general and in international nonprofits in particular. Despite the problems often associated with enrolment in PAF9299 courses, this course was full/oversubscribed. Students who took the course were already working in international nonprofits and other organizations that work closely with them, or because they were interested in working in one in the future.

Despite students' growing interests in international and global issues, and the growing imperative in the discipline to address these issues, there are currently no permanent courses in the nonprofit track in SPA that specifically focus on international content. Some brief international content is included in other nonprofit courses, either as comparative content or as an "emerging issue", but it is generally restricted to passing references in one or two topics. This course is designed to fill the gap in international content.

In the general MPA stream, there is currently only one course that focuses on international and global issues: PAF9181 Comparative Public Administration. After a lull of a few years in which it was rarely taught, PAF9181 was recently revived and it has proved to be very popular in both regular and summer semesters. The proposed course on International Nonprofit Organizations would be a complement to PAF9181 and would strengthen the capacity of SPA to provide students with opportunities to address international public and nonprofit sector issues.

SPA has recently appointed a number of professors who are capable of, and interested in, teaching the proposed course.

This course will be an elective course offered in alternate years as part of the MPA and the MPA: Nonprofit Administration in the School of Public Affairs, with an expected enrollment of 25-30 students.

Section AV: Changes in Existing Courses

AV:10.1a. Change in Description and Cross-Listing with Department of English

FROM: CMP 4011 Literary Theory		TO: CMP 4011 Literary Theory	
Description	This course is a survey of literary theory and criticism from its beginnings in poetics and rhetoric through philology and romanticism to contemporary critical discourses about literature. It begins with classic texts by Plato and Aristotle and their development in medieval and Renaissance hermeneutics and humanism, to Romanticism and continues chronologically to the twentieth-century schools of formalism, structuralism, deconstruction, and other contemporary critical trends of thought.	Description	This course is a historical survey of literary theory, beginning with its origins in the writings of Plato and Aristotle on poetics and rhetoric. The development of theory is traced chronologically through Renaissance hermeneutics and humanism, Romanticism, and the 19th-century discipline of philology. The course concludes with a consideration of the 20th-century critical discourses of formalism, structuralism and deconstruction, as well as contemporary critical trends. (This course is cross-listed as ENG 4011. Students may receive credit for either CMP 4011 or ENG 4011, not both. These courses may not substitute for each other in the F grade replacement policy.)

Rationale: The course description is being revised both to reflect the new cross-listing with the Department of English and to clarify the course content. CMP/ENG 4011 will continue to be offered once per year with a projected total enrollment of 23 students. This course may serve as the capstone for the Tier III minors in English and Comparative Literature, or as a general elective for the BA, BBA, and BS degrees.

AV:10.2a. Change in Prerequisite

FROM: SPA 3001-3002		TO: SPA 3001-3002	
Description	This one-year intensive intermediate-level course in Spanish aims at building students' proficiency in all four language skills (reading, writing, listening, and speaking) and broadening their knowledge of the Spanish-speaking world. In addition to providing a thorough review of the grammar needed for both oral and written communication, the course emphasizes the active use of the language through conversation, role-playing, debates, discussion of short stories, and Web-based activities. Lab work is required. (Credit for SPA 3001 will be deleted without completion of SPA 3002.)	Description	This one-year intensive intermediate-level course in Spanish aims at building students' proficiency in all four language skills (reading, writing, listening, and speaking) and broadening their knowledge of the Spanish-speaking world. In addition to providing a thorough review of the grammar needed for both oral and written communication, the course emphasizes the active use of the language through conversation, role-playing, debates, discussion of short stories, and Web-based activities. Lab work is required. (Credit for SPA 3001 will be deleted without completion of SPA 3002.)
Prerequisites	Prerequisite for SPA 3001: SPA 4002 or 2009 or equivalent or departmental permission. Prerequisite for SPA 3002: SPA 3001 or equivalent or departmental permission.	Prerequisites	Prerequisite for SPA 3001: SPA 2009 or equivalent or departmental permission. <u>Students who wish to take SPA 3001 after completion of SPA 1002 must receive departmental permission.</u> Prerequisite for SPA 3002: SPA 3001 or equivalent or departmental permission.

Rationale: It has been the experience of all faculty who teach SPA 3001 that Spanish 1002 is, in most cases, not an appropriate prerequisite for the course. Given the intensive nature of SPA 3001, and the fact that the overwhelming majority of students who register for it do so having had three years of high school Spanish (or equivalent), students who only have 2 semesters of basic Spanish (SPA 1001/1002) are usually not equipped to succeed in SPA 3001. The appropriate placement for students who wish to continue the language after only 2 semesters of college Spanish (1001/1002 or equivalent) is the low-intermediate course, SPA 2009.

SPA 3001 is offered every semester with a typical enrollment of 23 students. This course may be used to satisfy the Tier I foreign language requirement, as an elective within the Tier III Spanish minor, or as a general elective for the BA, BBA, and BS degrees.

AV:10.1b. Changes in Course Title and Description

From: ACC 4900		To: ACC 4092	
Title	Special Topics in Accounting	Title	Special Topics in Accounting

Description	This course examines issues of current interest in accounting. Topics covered will vary from semester to semester so that students may take the course more than once as the topic changes.	Description	<u>This course focuses on timely and relevant topics in accounting that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.</u>
Prerequisites	To be determined by the syllabus	Prerequisites	To be determined by the syllabus

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. Ability to offer special topics in two credits provides the flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 3-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AV:10.2b. Changes in Course Number, Description and Prerequisites

From: CIS 4670		To: CIS 4093	
Title	Special Topics in Computer Information Systems	Title	Special Topics in Computer Information Systems
Description	This course exposes students to topics in computer systems and information technologies that are not covered in the regular curriculum. The area of study is determined each semester by the instructor offering the course. The course topic and pre-requisites will be announced during the preceding semester. Students may take CIS4670 more than once provided that different topics are covered.	Description	<u>This course focuses on timely and relevant topics in Computer Information Systems that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.</u>
Prerequisites	CIS 2200.	Prerequisites	To be determined by the syllabus

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. Ability to offer special topics in two credits provides the flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 2-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AV:10.3b. Changes in Course Number, Description and Prerequisites

From: FIN 4777		To: FIN 4093	
Title	Special Topics in Finance	Title	Special Topics in Finance
Description	This course exposes students to evolving techniques and theories in finance and to current applications in the real world. Students read journal articles and relevant texts, do independent library research, write papers, and make oral presentations. Topics will vary from semester to semester but will include such areas as mergers and acquisitions, derivative instruments, market microstructure, portfolio selection, technological analysis, and market globalization.	Description	<u>This course focuses on timely and relevant topics in finance that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.</u>
Prerequisites	FIN 3610, FIN 3710, and ECO 4000, and a minimum 2.0 GPA (C average) in FIN 3610, FIN 3710, and ECO 4000.	Prerequisites	To be determined by the syllabus

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. Ability to offer special topics in two credits provides the flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 2-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AV:10.4b. Change in Course Title

From: MGT 4551		To: MGT 4551	
Title	Service Operations Management	Title	Service Operations Strategy
Description	The recent growth of international competition has made operations management (OM) more critically important than ever before, because a company's success depends on its capabilities in producing superior products and services and delivering them on time to its customers. Particularly important is OM in service sectors because they employ most of work forces and contribute largely to GNP. This course focuses on recent topics and applications of OM to service industries, including global operations, operations strategy, electronic operations, process reengineering, and operations ethics. In particular, it is a case-oriented, strategy focused, communication- and participation-intensive, and integration-oriented course.	Description	The recent growth of international competition has made operations management (OM) more critically important than ever before, because a company's success depends on its capabilities in producing superior products and services and delivering them on time to its customers. Particularly important is OM in service sectors because they employ most of work forces and contribute largely to GNP. This course focuses on recent topics and applications of OM to service industries, including global operations, operations strategy, electronic operations, process reengineering, and operations ethics. In particular, it is a case-oriented, strategy focused, communication- and participation-intensive, and integration-oriented course.
Prerequisites	MGT 3121	Prerequisites	MGT 3121

Rationale: To avoid confusion with the course title for MGT 3121. Inclusion of the term strategy connotes a higher level of analytical thinking that is typical of a 4000-level course.

AV:10.5b. Changes in Course Number and Description

From: MKT 4530		To: MKT 4093	
Title	Selected Topics in Marketing	Title	Special Topics in Marketing
Description	This course exists to provide in-depth coverage of new and emerging topics in the field of marketing. Recent topics have included marketing on the internet and marketing visualization. Topics will be announced in the Schedule of Classes and in the department office. This course may be taken more than once for credit as long as a different topic is dealt with.	Description	This course focuses on timely and relevant topics in marketing that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.
Prerequisites	MKT 3000.	Prerequisites	MKT 3000 and to be determined by the syllabus

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AV:10.6b. Change in Course Title

From: MKT 4876		To: MKT 4876	
Title	Managing Customer Experiences	Title	Advertising Account Planning
Description	Students will learn how account planners at advertising agencies, client marketing departments, direct marketing agencies, design consultancies, PR firms, and media independents, manage customer experiences. More specifically, they will learn how to: gather, distill, and synthesize information available in the public domain about trends and social movements that might help brands succeed; moderate focus groups and conduct ethnographic interviews with target consumers, putting themselves	Description	Students will learn how account planners at advertising agencies, client marketing departments, direct marketing agencies, design consultancies, PR firms, and media independents, manage customer experiences. More specifically, they will learn how to: gather, distill, and synthesize information available in the public domain about trends and social movements that might help brands succeed; moderate focus groups and conduct ethnographic interviews with target consumers, putting themselves in the customer's shoes, seeing the world

	in the customer's shoes, seeing the world from their perspectives, and giving them the authority to speak on the customer's behalf; write a creative brief that inspires new ideas to help brands succeed; work with creative people to help bring those ideas to life in a way that will break through the clutter of competing messages in the marketplace; develop those ideas further in creative development focus groups or one-on-one interviews; measure whether or not the messages do in fact break through the clutter and register with target consumers; monitor and assess the effects of messages in the marketplace; and modify communication strategy to keep pace with a rapidly changing world.		from their perspectives, and giving them the authority to speak on the customer's behalf; write a creative brief that inspires new ideas to help brands succeed; work with creative people to help bring those ideas to life in a way that will break through the clutter of competing messages in the marketplace; develop those ideas further in creative development focus groups or one-on-one interviews; measure whether or not the messages do in fact break through the clutter and register with target consumers; monitor and assess the effects of messages in the marketplace; and modify communication strategy to keep pace with a rapidly changing world.
Prerequisites	MKT 3600 and MKT 3520	Prerequisites	MKT 3600 and MKT 3520

Rationale: The new name "Advertising Account Planning" will avoid confusion with a similar sounding course "Managing Customer Relations", and better reflects the content of the course.

AV:10.7b. Change in Course Prerequisites

From: MKT 4966/MGT 4966		To: MKT 4966/MGT 4966	
Title	Social Media Marketing and New Ventures	Title	Social Media Marketing and New Ventures
Description	The objective of this course is to provide students with the requisite skills to understand and be able to identify business creation and marketing opportunities associated with the emerging social media. Similar to the real world business development process, this course is an eclectic combination of a variety of academic disciplines including small business studies, entrepreneurship, marketing, finance, computer information systems and political science. Specifically, the course is designed to have students understand the emerging social media "ecosystem" and how the social media phenomenon relates to business. Students will be able to define how social networking transforms their personal and professional relationships and ultimately answer the question: "So what can this social media stuff do for me?" To answer this question, students will learn the basic working of a business plan and be able to apply it to a social media new venture opportunity.	Description	The objective of this course is to provide students with the requisite skills to understand and be able to identify business creation and marketing opportunities associated with the emerging social media. Similar to the real world business development process, this course is an eclectic combination of a variety of academic disciplines including small business studies, entrepreneurship, marketing, finance, computer information systems and political science. Specifically, the course is designed to have students understand the emerging social media "ecosystem" and how the social media phenomenon relates to business. Students will be able to define how social networking transforms their personal and professional relationships and ultimately answer the question: "So what can this social media stuff do for me?" To answer this question, students will learn the basic working of a business plan and be able to apply it to a social media new venture opportunity.
Prerequisites	MKT 4555 and MGT 3120.	Prerequisites	MGT 3120 and MKT 3000 and Co-requisite: MKT 4555

Rationale: The proposed pre-requisite of MKT 3000 was added to insure students have the basic management and marketing courses before taking this 4000 level course. The making of MKT 4555 a co-requisite instead of pre-requisite will permit students to simultaneously learn two complementary areas of digital marketing and be less constrained by scheduling issues.

AV:10.8b. Changes in Course Number, Description and Prerequisites

From: IBS 5350		To: IBS 4093	
Title	Selective Topics in International Business	Title	Special Topics in International Business

Description	This course exists to provide in-depth coverage of new and emerging topics in the field of international business. Topics will be announced in the Schedule of Classes and in the department office. This course may be taken more than once for credit as long as a different topic is dealt with.	Description	<u>This course focuses on timely and relevant topics in international business that are not covered in the regular curriculum. The areas of study are determined each semester by the instructor offering the course. The course topics and additional pre-requisites will be announced during the preceding semester. Students may take this more than once provided that different topics are covered.</u>
Prerequisites	MKT 3000.	Prerequisites	<u>To be determined by the syllabus</u>

Rationale: This course will provide flexibility in offering contemporary topics that draw on the special expertise of the instructor but that do not fit the regular curriculum. Ability to offer special topics in two credits provides the flexibility in selecting topics that may be timely and relevant, but might not warrant a 1, 1.5 or 2-credit course. This course is expected to enroll approximately 40 students each semester, and it will be used as a major or a business elective.

AV:10.1p. Change in Title and Description

FROM: PAF 9140		To: PAF 9140	
Title	Budgeting, Accounting and Financial Analysis	Title	Budgeting and Financial Analysis I
Prerequisite	Introduction to government budgeting, accounting and financial analysis. Overview of the context of budgeting in the government decision process and analysis of the fiscal cycle through budget development, implementation, and review. Incorporates basic accounting concepts and information presentation and retrieval skills.	Prerequisite	<u>This course focuses on the budget cycle and budget decision-making. It includes tools for developing, implementing, and controlling a budget within a, typically, public organization. Topics include development of operating budgets, cash budgets, break-even analysis, cost behavior, the time value of money, capital budgeting, long-term financing, and variance analysis. Basic budget accounting concepts are studied. The course includes development of spreadsheet skills for budgeting.</u>

Rationale: This change reflects the way the course is actually taught. By eliminating the excessive breadth, this course description focuses on building skills rather than concentrating on a simple survey without substantial skill building. The point of this update is to make it clear that budgeting is the focal point of this course. The revised description also makes it clear that this course includes the development of spreadsheet skills, a critical skill for graduates of the MPA program.