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INTERNATIONAL DEVELOPMENT PROGRAM

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Administration

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Education at Andrews University has always been rooted in the concept of Christian service. Educators, administrators, nurses, agronomists, and various technicians have developed schools, hospitals, agricultural programs, and a host of other institutions and facilities that can improve the quality of life for people everywhere. Through its Affiliation and Extension Programs, Andrews University has made it possible for students to earn degrees at off-campus locations around the world. The International Development Program is one such option. The principal purpose of this program is to provide a venue for leadership training of professionals whose work responsibilities and life situation do not permit a return to full-time study at a university campus. The interdisciplinary program takes three to five years to complete and it draws on the strength of all six schools of the university. Students attend 3–4 week intensive sessions at extension sites in various locations around the world. The goal of the Program is to strengthen organizations in project management skills and administration. The ultimate goal is to enable graduates to acquire whatever capacities they need to be effective agents in assisting communities to attain well-being for its present members and their future generations.

Administration of the Program

The off-campus International Development Program is administered by the Interdisciplinary Masters Council, an inter-school council, made up of administrators and faculty from the Affiliation & Extension Program, the College of Arts & Sciences, the School of Business Administration, the School of Education, the School of Architecture, the College of Technology, the Seventh-day Adventist Theological Seminary, and the School of Graduate Studies & Research. The council also works with the Adventist Development and Relief Agency (ADRA) and other governmental and non-governmental organizations in planning and implementing new courses and curricula and in scheduling venues for delivery of intensives. It also develops and monitors compliance with policies governing admission of students to the program, student academic progress, and admission to candidacy status.

The day-to-day administration of the program is the responsibility of the International Development Program office. Faculty guidance is provided by the IDP Coordinating Committee. These teams are headed by the Director of the International Development Program.

Teaching Sites

The International Development Program offers its classes in multiple regions and languages around the world. Venues and languages are subject to change but currently include Canada (English), Chile (Spanish), Ghana (French and English), Italy (English), Japan (English), Kenya (English), and South Africa (English). A university campus is the preferred venue in each region for the teaching sessions.

Admission Requirements

To be admitted to regular standing into the International Development Program, students must
- Qualify for general admission into graduate studies at Andrews University (see p. 44)
- Have a four-year baccalaureate degree or its equivalent
- Demonstrate computer literacy skills such as word processing and Internet usage

Note:
- Access to e-mail communication is very important for participation in this program.
- The Graduate Record Examination (GRE) transcript requirement is waived for students in the overseas program.
- TOEFL is waived for students in this program.

MSA: International Development

The International Development emphasis is to meet the evolving needs of professionals to advance their field of interest, whether it is humanitarian work, economic development, international business, health, or other professions involved with social, cultural, and political challenges within communities. It is a program to build capacity in leadership based on principles of excellence, justice, and advocacy to embrace sustainable partnerships.

Core Courses—29
Social Science Foundations—7
SOCIS20; EDPC622; ANTH517
Planning/Evaluation—6
SOCIS530, 535, 545
Management—8
BSAD525, 530; COMSE590
Individual and Organizational Accountability—8
ACCT625; IDSC610; PLSC525
Concentration—10-11
Research and Practicum Requirements—5-6
IDSC680; IDSC697 or IDSC699
Development Concentration—5
IDSC597, 640, 690
TOTAL—39–40

Concentrations in International Development

Students in the International Development Program are required to complete a concentration involving a minimum of ten semester credits in a selected specialization area. The majority of the Concentration courses are completed in an independent format. This allows the student’s specialization area to be uniquely tailored to suit his/her needs and professional goals. Examples of concentration topics include: Advocacy, Agro Forestry; Civil Society; Cross Cultural Relations; Development Policies of Government and Religion; Disaster Preparedness; Education; Environmental Studies; Food Security; Gender and Development; International Agriculture; Microenterprise;
NGO Policies and Operations; Peace and Conflict Resolution; Poverty Mitigation; and Public Health. A concentration area is selected in consultation with the Concentration Advisor during the first two years of study. Once a topic has been decided, a Concentration Mentor is assigned who, together with the Concentration Advisor, guides the student through the concentration requirements.

**MSA: Organizational Leadership (39–40)**

The mission of the Organizational Leadership emphasis is to develop trained leadership to meet the needs of a growing church membership, a growth which will place significant demands on support organizations and other church institutions. Such leaders will develop skills based on the concepts of servant leadership, will understand and practice leadership as a collaborative process, and will demonstrate appropriate administrative skills in research, strategic approaches to program planning and evaluation, finance, communication, and ethics along with skills in a specific area of leadership. Concentrations may include church administration, community and international development, or other concentrations as requested and approved.

**Core Courses—27**
- Individual and Organizational Accountability—9
  - ACCT625; MSSN615; THST634
- Planning/Evaluation—9
  - EDPC622; IDSC620, 630
- Management—9
  - BSAD525, 530; COMM554
- Concentration—12–13
  - Church Administration—9
    - CHMN526, 543; IDSC690; SOCI520
  - Community and International Development—9
    - CHMN526; IDSC690; PLSC525; SOCI520
  - Research Requirement—3–4
    - IDSC697 or 699

**TOTAL—39–40**

**Graduate Certificates**

To qualify for a graduate level certificate, prospective students must already hold a terminal undergraduate degree (a bachelor’s degree). The purpose of a graduate certificate is to provide specialized knowledge within a certain emphasis. The certificate involves less cost and requirements than a master’s degree. The certificate program represents a focused collection of courses (15 credits) and when completed affords the student a record of academic accomplishment at the graduate level in organizational leadership or international development.

**Graduate Certificate: International Development**

**Required courses—5**
- BSAD530, SOCI520

**Elective courses—10**
- ACCT625, ANTH517, BSAD525, COMM590, EDPC622, IDSC610, PLSC525, SOCI530, 535, 545

**TOTAL—15**

**Graduate Certificate: Organizational Leadership**

**Required course—3**
- MSSN615

**Required course—3**
- CHMN543 or IDSC620

**Elective courses—9**
- ACCT625, BSAD525, 530, CHMN526, COMM554, IDSC630, SOCI520, THST634

**TOTAL—15**

**Courses (Credits)**

See inside front cover for symbol code.

**ACCT625 Financial Analysis and Reporting**

Develops business leaders’ financial-statement literacy. Topics include: understanding the nature of business transactions, identification of relevant economic events for reporting, determination of appropriate financial measures for those events, analysis of the effects of those events in the organization’s performance and financial condition.

**ANTH517 Cultural and Development Anthropology**

Introduction to the basic concepts, methods and theories of cultural anthropology. Anthropological perspectives on culture change, globalization, global and local world-making, indigenous knowledge, sustainable community development, and project management. Special emphasis on anthropological principles and techniques that inform development work including application of anthropological knowledge and research to real-world problems.

**BSAD525 Organizational Behavior for Managers**

Explores basic and applied concepts as well as research findings in the management and organizational behavior areas to aid managers to effectively perform their duties. Topics include management functions (planning, organizing, leading, and controlling), learning, perception, personality, motivation, attitudes, performance, groups, teamwork, leadership, communication, diversity, decision making, and organizational change. Not available for MBA program.

**BSAD530 Management for Not-for-Profit Organizations**

Issues facing managers in third-sector organizations. Studies of the mission and objectives pursued, strategic leadership and board composition, organizational structure and operation, marketing and fund-raising, financial management, training and motivation of volunteers, assessment of stakeholder satisfaction and overall operating effectiveness. A major field project is required.

**CHMN526 Conflict Management in the Church**

This course offers biblical resources and contemporary research informing creative management of human conflict. Included is examination of the causes and dynamics of conflict in churches. Participants develop skills in resolution and mediation. A variety of instructional methods, including lectures, case studies, role-plays, media, and personal style instruments are employed.

**CHMN543 Christian Leadership in a Changing World**

The course explores biblical and theological principles of Christian leadership, as well as organizational theory and systems thinking applicable to the church. It seeks to instill in students servant leadership qualities. Additionally, it facilitates growth in administrative areas such as strategic planning, managing change, finance, Christian education, and conflict management.

**COMM554 Topics in Intercultural & Organizational Communication**

An examination of the relationship between culture and communication. Development of sensitivity to diversity issues. Application of analytic and communication skills which enable effective communication in various communities. Includes study of group process within organizations for the purpose of problem-solving and team building.
COMM590  Graduate Seminar in Communication in Development Practice
Students examine the relationship between culture and communication. Apply analytic and communication skills which enable effective communication in various communities. Develop skills in persuasion and explore sensitivity to diversity issues.

EDPC622  Development Research and Applied Statistics
Introduction to methodology of conducting responsible social science research as applied to community based problem-solving in the field of international development. Principles of designing, administrating, interpreting, and writing research. Interpretation of scientific reports and professional journals. Applications of statistical data and reasoning including practical utilization of a statistical package. Components of this course will be taught online.

IDSC597  Portfolio
An organized collection of educational and professional accomplishments to date is produced. This will include basic personal and background information, a profile of the student's organization, outstanding academic work, and other products acquired during his/her time in the program.

IDSC610  Ethics in Development
Examination of theoretical foundations of ethics in community and international development. Ethical dimensions of policies and practices of major development players are investigated. Focus on contemporary approaches to development ethics in terms of purposes, roles, participants and audiences. Introduction of frameworks for ethical decision-making.

IDSC620  Strategic Planning in Global Leadership
A multi-disciplinary course which focuses on current and emerging issues of organizational leadership. The course will teach the role of creating a meaningful strategic plan for an effective administrative system for organizations to survive intensifying globalization. Components include the strategic planning process, roles of board and staff, critical importance of a stakeholder analysis, the purpose of mission and vision, and the difference between goals, strategies and objectives.

IDSC630  Program Design and Evaluation
Introduction to concepts and methods of conducting community needs assessment and capacity mapping. Development of skills in selecting, analyzing, interpreting and presenting data affecting program planning and implementation. Considers complex interactions affecting program accountability and outcomes. Provides practical opportunity to exercise skills needed for project design and grantmanship.

IDSC640  Topics: Professional Training in: Area of Concentration
Students are required to participate in a minimum of 45 contact hours of Professional Training related to their area of Concentration. In addition, the student in the final year of the program will design and implement a Colloquium to present best practices in his/her area of Concentration.

IDSC650  Project Continuation
IDSC655  Program Continuation
Registration for this title indicates part-time status.

IDSC660  Thesis Continuation
IDSC665  Preparation for Comprehensive Examinations
IDSC670  Comprehensive Examinations
IDSC680  Field Practicum
The Field Practicum integrates International Development theory into practice. Students will complete (a) a baseline study that describes the current level of the agency where the practicum is pursued; (b) a benchmarking of best practices in the field [area of concentration]; and (c) an oral presentation of their findings to their peers.

IDSC689  Seminar
Projects, reports and discussions on various subjects corresponding to faculty specialization. Repeatable with different subject matter. Needed to accommodate new topics under different concentrations.

IDSC690  Independent Study
Individualized reading or research in a specified area under the guidance of an instructor, Repeatable to 6 credits.

IDSC690  Independent Study: Area of Concentration
Students are required to broaden their knowledge in their area of Concentration through independent study of books, scholarly journal articles, professional association publications and newsletters, local government publications, publications of multi-government organizations such as the United Nations or the World Bank, publications by various international non-government organizations, or Internet resources. The outcome of this research should be a “Specialist Paper.”

IDSC697  Research Project
A research project typically carried out by a master's-degree candidate in which the student's mastery of the research process is demonstrated.

IDSC699  Master’s Thesis
MSSN615  Anthropology for Mission and Ministry
The fundamentals of culture, social structure, group organization, and social change studied as a basis for intercultural understanding and communication. Attention given to issues which constitute challenges and opportunities to cross-cultural workers.

PLSC525  Public Policy
Governments are pressed to address issues of individual and collective concern. Resolving matters may demand the creation of programs and governmental policies, modification of
existing ones or termination of current policy. Utilizing a case
study approach, this course considers the essential phases of
policymaking on behalf of civil society.

**SOCI520** (2)

*Concepts of Community Development*

Community development refers to the practice of planning and
implementing projects to improve the quality of life for people
living in poverty, both locally and internationally. Development
will be presented as the building of social capital in our
communities that enables them to function at a higher and
more efficient level. Building on the core Christian principles
that emphasize development, this course will provide students
with a better understanding of community, while applying basic
development concepts to local and international realities.

**SOCI530** (1–2)

*Needs Assessment, Capacity Mapping & Program Planning*

An overview of various methods of assessing community needs,
mapping community capacity, and program development.
Includes damage assessment for emergency situations.

**SOCI535** (1–2)

*Program Planning, Budgeting, and Grantsmanship*

Building on assessment and capacity mapping, the related topics
of program planning, budgeting, and grant-writing are presented.
Hands-on experience is sought, linking classroom instruction and
real community situations. Grant writing not covered when taken
for 1 credit.

**SOCI545** (1–2)

*Project Implementation and Evaluation*

Strategies for implementation. Review of various methods of
evaluation with emphasis on measuring outcomes and assessing
quality in community program development.

**THST634** (3)

*Christian Social Ethics*

An exploration of selected issues currently confronting the church,
such as ethnic relations, the role of women, nationalism and liberation
theology, poverty and hunger, and relations with civil governments.