1981

Center for the Study of Administration Doctorate in Business Administration Program 1981-82 Bulletin

Nova University

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Nova University

Center for the Study of Administration

Doctorate in Business Administration (DBA) Program
1981-82 Bulletin

Nova University is accredited by the Southern Association of Colleges and Schools and admits students of any race, color, and national or ethnic origin.
Having entered its second decade, Nova University is beginning to see the impact that its graduates are having on the institutions within our society. Many of the University's programs are mission-oriented, designed to improve the performance of professionals, and evidence is being collected which indicates that Nova alumni are having a strong, positive effect on the institutions in which they are employed.

Independent education must continue to be responsive and adaptable to the varying needs of potential students if it is to represent a true alternative to the tax-supported sector. Nova University is committed to maintaining quality at the same time it is meeting these needs.

Abraham S. Fischler
President

The growth of Nova University as a dynamic, mission-oriented educational institution has been coupled with an intensive search for strategies designed to make each of its courses of study maximally responsive to individual human needs. Hence, Nova University continues to press forward in seeking solutions to major societal problems while offering to its students many opportunities for intellectual challenge, professional preparedness and personal awareness.

Alexander Schure
Chancellor
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General Information
Founded in 1964, Nova University is an independent university which is non-sectarian, non-profit and racially non-discriminatory.

Unusual among institutions of higher education, Nova is a university for all ages. Nova College provides undergraduate education. Numerous graduate programs in a variety of fields provide master's, doctoral, and post-doctoral education. Also, non-degree, continuing education programs are offered. The University School, a demonstration school, serves children from pre-school through seniors in high school.

In 1970, Nova University joined in an educational consortium with the New York Institute of Technology, an independent, non-profit institution with campuses in Manhattan and Old Westbury, Suffolk County, Long Island. This mutually beneficial relationship permits each institution to draw on the personal and physical resources of the other, giving maximal benefit to the students of each and to society in general.

With students studying in Florida and in 20 states, Nova University is a university of national scope.

Accreditation Nova University is accredited by the Southern Association of Colleges and Schools.

Campus and Off-campus Locations The Nova University main campus is located on a 200-acre site west of Fort Lauderdale at 3301 College Avenue in the town of Davie, Florida. It is 10 miles inland from the Atlantic Ocean and is easily accessible from major U.S. and state highways, including I-95 and Florida's turnpike.

The Center for the Study of Law is located at 3100 S. W. 9th Avenue in Fort Lauderdale.

Nova University at Coral Springs is located at 3501 University Drive. Degree programs, non-credit courses, and cultural events that serve the residents in north Broward County and in Palm Beach County are held in Coral Springs.

The Oceanographic Center is located on the south side of the marine entrance to Port Everglades at 8000 North Ocean Drive, Dania, Florida.

Many Nova University students attend classes on the main campus, at the Law Center or at Coral Springs. But consistent with its educational mission to provide educational opportunities to adult students wherever they may be, Nova offers degree programs and continuing education experiences at off-campus centers locally, throughout Florida, across the United States, and in foreign countries.

With the New York Institute of Technology, Nova University maintains an office in Washington, D.C. It is located at 1511 K St., N.W. Suite 624.
Center for the Study of Administration
Program Objectives The Doctorate in Business Administration (DBA) curriculum seeks to prepare people to assume increased managerial responsibility, acquire advanced knowledge for university teaching of business subjects, and for undertaking and supervising business research.

The program helps the mature student develop the most advanced techniques of decision making and to learn the necessary research skills that accompany high-level responsibility. A further objective is the development of executives, teachers, and consultants who are not only leaders but can use their backgrounds to innovate, experiment, design and manage large systems within complex organizations. These same people will be the initiators of change in the future with their skills balanced between applied management tools and theoretical concepts in management.

Program Philosophy DBA participants are trained in the philosophy that management is a professional discipline. As such, all students must have exposure to and mastery of the foundation knowledge areas. The DBA program curriculum consists of nine modules which cover the spectrum of general knowledge in both quantitative and general areas of management. The selection of material content in these nine modules corresponds with important fields stressed by the fourteen professional divisions and special interest groups of the Academy of Management. Thus, the Nova philosophy for training DBA's expects that all students will have a broad foundation in management and will not specialize as part of this program in any area of concentration to the exclusion of general business administration knowledge. The major is general business management.

DBA participants are involved in self-discovery, growth, and mental enrichment as part of the process of completing the requirements for the DBA degree. It is expected that only students with intellectual courage and a genuine regard for learning will be attracted to this rigorous program. DBA students are encouraged to devote their energy and motivation along those channels which will lead to their greatest growth as managers and their maximum use of skills. For their final research or dissertation students will do additional theoretical and applied research in areas of specialized interest as long as the problem is of sufficient scholarly quality and meets the criteria of having pragmatic application in business. Regardless of intellectual pursuit or activity, all DBA students will have the necessary basic tools for operating in either an applied or theoretical organization setting at the completion of the program.
Program Schedule  The DBA operates on a year-round basis and takes approximately three years to complete; the nine modules of course work require 36 months for completion, and additional time is usually required for the concluding Major Applied Research Project (MARP).

Each module meets five times during a four month period with an interval of approximately three weeks between each class meeting. Classes are scheduled for a minimum of five Saturday sessions from 8:30 AM to 5:00 PM with a prominent national lecturer. Approximately eight hours of Research Methodology are also required each module. Additional optional meetings and workshops are scheduled where guest lecturers and Nova faculty address specialized subject matter.

Program Format  The DBA is offered in the cluster format whereby approximately twenty-five students are organized to study a common integrated curriculum sequential in coverage from the commencement of the program through its completion. There is a six year time limit for completion of the program measured from the commencement of the first instructional module. The program office maintains a three year advanced calendar and schedule for meetings of all modules. Copies of this calendar will be provided to anyone upon request.

Cluster Coordinator  The first level administrator and faculty resident to the DBA cluster is the cluster coordinator who is appointed by Nova University. The cluster coordinator holds a terminal degree or equivalent, in the field of business or public management and he is both an administrative and academic leader in liaison between the university and student members of the cluster, serving as advisor, ally and academic mentor to participants.

Admission Requirements  The admission requirements for individuals wishing to matriculate for the Doctorate in Business Administration program are:

1. A Masters Degree from an accredited college (preferably a Master in Business Administration or a Master of Science in Management).
2. Three letters of reference either academic or professional. If an applicant has earned his/her masters degree in the past five years, it is highly recommended that at least one letter be from a graduate instructor; specifically evaluating competence to do doctoral work.
3. A resume or “curriculum vita” with detailed explanation of previous and present employment responsibilities.
4. Submission of official transcripts from all previous institutions with evidence of high scholarship as indicated by the grade point average.
5. A genuine intellectual capacity and motivation to pursue graduate work as determined by credentials, interview and written essay and review of outstanding publications or research proposals by the applicant. The written essay should explain the reasons for seeking a doctorate in business administration, identify key long-range professional objectives, and supply members of the Admission Committee with any additional clarifying information the applicant considers important. The typical essay is 3-5 pages, typed and double-spaced.


7. Submission of a test score from the Graduate Management Admission Test (GMAT) with a score of 500 or better. The Graduate Record Examination (GRE) may be used as a substitute for the GMAT if the score is 1100 or better. The GMAT is administered by the Educational Testing Service (ETS) for participating schools. Locations and times are provided in the “Bulletin for Information, Graduate Management Admissions Test.” For a copy, write to Educational Testing Service, Princeton, New Jersey 08540. Arrangements for taking the test, including payment of the fee, should be made with ETS. Have results sent to Nova University, Reporting Center Number 5514.

8. The admissions committee also examines, through the applicant’s resume, interview with the candidate and via the written essay, the applicant’s capacity and potential for managerial leadership. Each applicant should have shown progressively greater job experience and responsibilities as well as some indication that the program would be useful in his or her future career plans.

Students that lack any of the requirements for admission to the DBA program may be granted, by the faculty, a conditional acceptance with the understanding that full acceptance is dependent upon completion of all admission requirements within a reasonable time.

TRANSFER POLICY. DBA applicants will be allowed to transfer up to the equivalent of two modules (ten credits) from work completed in doctorate programs at other accredited institutions. The credits in question must have been completed within the last five years with a grade of B or better and bear an equivalent course content and level to the Nova coursework.

Petitions for transfer credit must be submitted in writing and the award of transfer credit to the student will be a written contract. Students should keep in mind that awards for transfer credit or waivers of a DBA module will not exempt responsibility for the subject content on the comprehensive examination.
SUBSTITUTION POLICY. Where more than two modules of equivalent doctoral work have been completed with a grade of A or B at other institutions, the student may petition, in writing, the Director of the Center for the Study of Administration, for acceptance of the work. The DBA participant awarded coursework via the Substitution Policy will have to take other doctorate level offerings of the Center or the University. Regardless of transfers or waivers, doctorate students must complete the equivalent of seven modules of coursework with Nova.

The DBA Curriculum

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>MODULE NUMBER AND TITLE</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept/Dec</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6100 Administrative Theory &amp; Practice</td>
<td>5</td>
</tr>
<tr>
<td>Jan/Apr</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6200 Organization Behavior Development</td>
<td>5</td>
</tr>
<tr>
<td>May/Aug</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6300 Finance, Budgeting and Control</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Workshop: Attend Academy of Management Meeting</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>Sub Total — First Year Credit</td>
<td>19.5</td>
</tr>
</tbody>
</table>

SECOND YEAR

<table>
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<tr>
<th></th>
<th>MODULE NUMBER AND TITLE</th>
<th>CREDITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept/Dec</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6400 Information and Decision Sciences</td>
<td>5</td>
</tr>
<tr>
<td>Jan/Apr</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6500 Human Resource Management</td>
<td>5</td>
</tr>
<tr>
<td>May/Aug</td>
<td>DBA 6000 Doctorate Research Seminar</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>DBA 6600 Government and Business</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Workshop: Attend Academy of Management Meeting</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td>Sub Total — Second Year Credit</td>
<td>19.5</td>
</tr>
</tbody>
</table>

Reminder: Satisfy Publication Requirement
THIRD YEAR

Sept/Dec  
DBA 6000 Doctorate Research Seminar  1  
DBA 6700 Theory and Value of the Firm  5  

Jan/Apr  
DBA 6000 Doctorate Research Seminar  1  
DBA 6800 International Business  
& Marketing  5  

May/Aug  
DBA 6000 Doctorate Research Seminar  1  
DBA 6900 Strategy, Policy & Planning  5  

Sub Total—Third Year Credit  18  

Reminder: Publication and Workshop  
Prepare Dissertation Proposal  

Post Coursework Registration:  
DBA 6999 Dissertation  6  

TOTAL CREDITS REQUIRED FOR  
PROGRAM COMPLETION  63  

Financial Information  Tuition and fees for DBA Program.  

Application Fee (non-refundable)  $25  
Tuition Per Year  $2,700*  
Tuition Per Module (3 per year)  $900*  
Late Payment Fee  $25  
Removal or Incomplete or Change or Grade Fee  $10  
Interrupted Studies Fee  $50  
Major Applied Research Project  $200  
Graduation Fee  $25  
Research Binding Costs (Individually Negotiated)  $35 estimate  

*This program tuition is subject to annual adjustments.  

Tuition is payable and due in advance at the beginning of each module.  
Students with outstanding balances will not be allowed to continue to 
work towards the DBA degree and may be subject to disciplinary action.  
Any student unable to pay the entire amount per module at the beginning 
of that module must make special arrangements with the Accounting office 
during registration.  

Various programs and divisions at Nova University have separate 
refund policies. It is the policy for the DBA program that a 75% 
reimbursement of tuition will be allowed after the first weekend. Students 
who withdraw after the second weekend will be entitled to no refund and 
must bear this in mind if there is any doubt beforehand about completing 
requirements for any module.  

Nova University has several programs that provide student financial aid. These financial aid programs derive from federal, state, and private sources. Details of the various programs are available from the Office of Financial Aid, located in the Registrar's Office.

Grading Policy The grading system for the DBA program is as follows:

<table>
<thead>
<tr>
<th>PASSING</th>
<th>NOT PASSING</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Excellent</td>
<td>F Failure</td>
</tr>
<tr>
<td>B Good</td>
<td>I Incomplete</td>
</tr>
<tr>
<td>C Acceptable</td>
<td>W Withdrawal</td>
</tr>
</tbody>
</table>

All students written work requires proper documentation consistent with acceptable graduate work—the application of which is a measurable part of the grade. Students are expected to show increasing skills in communication of the written word and the analytic support theory as they move from one module to the next, and grading standards of faculty take this into account. All research papers require certification by the student of its authenticity.

Explanation of Grading—An Incomplete (I) is given when most but not all coursework has been completed. Students must request and arrange for an Incomplete (I) with their instructor by completing a contract for outstanding work. Students who receive a grade of (I) have two terms in which to make it up. If the (I) is not removed at the end of eight months the grade automatically becomes a failure (F), which can only be removed by retaking the module and payment of full tuition. Withdrawals (W) may occur up to the midpoint of a module or withdrawal may be an option of the
instructor for not completing sufficient course work. Grades of C must be made up by compensating A's so as to maintain at least a 3.0 average required for good standing. Students are graded for work performed for each module with a straight letter grade, no pluses or minuses. Grade reports are issued at the conclusion of each term and they are cumulative. Special letters will be issued if required for corporate tuition reimbursement. All modules must be passed in order for the student to graduate.

ACADEMIC PROBATION AND DISCIPLINE. Students are placed on academic probation for failure of a module, or if cumulative grade point average falls below 3.0. In event of failure an opportunity to retake and pass that module is afforded one time only. Failure of two modules results in automatic dismissal from the program.

APPEAL OR GRIEVANCE. Students who disagree with the grade assigned for a module may formally protest, invoking the Appeal Procedure. Copies of this procedure are available from the program office. Students dismissed for academic reasons may petition for re-entry into the program one time only.

Housing Located on the main campus are the University apartments consisting of three 3-story buildings of 30 apartments each. A limited number of apartments are available each year. Apartments are leased on a yearly basis. There are no dormitory facilities. For further descriptive information, application forms and off-campus housing information, contact the Director of Housing, Nova University.

Class Attendance All students are required to attend each class meeting of every module. One excused absence per module is allowed provided the instructor has been consulted prior to the absence. Again, students are advised to fulfill this requirement in writing. The letter should be written to the national lecturer with copies sent to the cluster coordinator and the program office. Absences beyond one class per module will result in disciplinary action that may force the student to retake that particular module. Students are advised to consult on the matter of absences with their cluster coordinator and the program office. The design of the curriculum is sequential. It requires study and evaluation in progression through the modules with the supporting benefits of the peer group, a very significant factor in the educational design of the program. Therefore, students are discouraged from starting the program and having interruptions in the sequence in which they take the modules. All students are counselled to take all nine modules in successive order, and while exceptions can be made in extraordinary circumstances by the Program Director, in general these will be discouraged.
Publishing Requirement One of the requirements for graduation from the DBA program is to have a scholarly article published in a professional or trade journal. At the present time, the program office makes no distinction between highly technical, refereed publications, and non-scholarly business journals. It is obvious that articles accepted by a professional editorial board play greater weight in terms of publishing significance. Students may also satisfy this requirement by the delivery of a paper at a major conference and/or by substantially involved participation at the conference as long as the program office approves this activity and it is documented. Students are encouraged to submit more than one article as a means of gaining greater recognition and prestige for themselves as well as for the Nova DBA program. It is also advisable that students consider fulfilling the publication requirement as early as possible and that they obtain assistance from the cluster coordinator and their instructors as to the best potential topics and publications for submission.
National Workshops—Annual Convention of the Academy of Management  DBA students are required to attend two national workshops for this program which are held in conjunction with the Academy of Management's Annual Meeting convened in major U.S. cities on a rotating basis. These meetings normally require absence from your employment for up to one week as additional time is added for Nova DBA attendees.

Student memberships are available with the Academy, and we recommend that all DBA students join thereby insuring advance notification of professional topics and issues, research and publication opportunities, employment opportunities, and general professional activities in the field of management. For example, since many DBA students are either part-time or full-time instructors at colleges and universities in the field of business administration, they will be interested in activities of major publishers in the field who are always well represented at the Academy, and frequently send requestors examination copies of the latest textbooks and publications in management. Program participants should budget travel and living expenses for the national workshops as a separate expense from other items of cost in connection with the DBA program. A schedule of future meetings and sites for the Annual Meeting is prepared in advance and appears on the DBA long-range calendar. As a rule, the meeting is usually held the second week of August each year.

Research Methodology  The program provides nine credit hours of educational coverage on management and decision supportive research methodology integral to each module. Completion of this work will require special session preparations, computer and simulation applications in an array of research methods.

Comprehensive Examinations  At the end of the first five modules, students may be required to pass either written or oral examinations, or both as a proficiency check. This first series of comprehensive examinations will be used where student progress is uneven or consistently marginal, e.g. or where the Grade Point Average is below 3.0. It is a midway assessment and evaluation of overall performance. At the conclusion of the last module, final qualifying comprehensive examinations are administered. The candidate for the DBA degree must satisfy the Center DBA faculty that he or she has achieved these objectives:

A. Mastery of the basic study areas of concentration in the field of management.

B. A high degree of proficiency in a specialty area of management in which the student chooses to concentrate for his or her benefit.
C. Competency in the use of analytical and research tools; decision making techniques, and quantitative research methodologies.

D. Ability to supply specific business tools to real world management problems, such as accounting, budgeting, economics, and finance.

Prospective candidates are held responsible for these areas of information and should, therefore, do appropriate investigation of each subject area as they work towards the program's conclusion.

**Integrated Papers** At the completion of each module the student is responsible for an integrated paper or comparative analysis that will show the application of current theory and knowledge in an applied setting. Many of these are of a problem-solving nature and explore the opportunity for alternative solutions. The purpose of these papers is to integrate the latest theoretical information of the very best skill applications resulting in a solution that might improve the job environment in which the participant operates. All papers submitted for any module or for any requirement of the DBA program must be of sufficient quality to reflect the high caliber of scholarship expected of DBA students. Therefore, all papers will be monitored through a grading process by faculty and staff of the Center. Faculty readers will seek improvement in paper quality and growth in the stature of work and research methodologies applied as the student progresses towards his final goal in the DBA program. All papers submitted to the DBA program must be in the style format suggested by the standards of the American Psychological Association, the APA style, the recommended writing style for the social sciences. Each paper should address itself to major and significant problems of operating a business or solving problems found in complex organizations. Experience in all Center programs and in DBA classes, in particular, indicates that progressively higher professional standards are met. Students develop good communication writing skills, and many of their papers have been published in management journals.

**Major Concluding Applied Research Project (MARP)**
In keeping with the purpose of the professional degree of Doctor of Business Administration (DBA), a major third year requirement is the successful completion of a Major Applied Research Project (MARP).

The MARP process affords the student the opportunity to develop and demonstrate decision making and problem solving activities. The ability to identify a problem area accurately, succinctly delineate the problem, determine the proper analytical technique, collect and validate the data, perform the analysis, implement the appropriate course of action, and evaluate the results clearly improve the effectiveness of the manager.
The MARP should relate to the student’s professional position and/or place of employment. It is hoped that the applied research can be of benefit to the participant’s organization as well as satisfy the requirement of the Program.

Your obligation begins with the commitment to do scholarly work and research. You are further obligated to provide the proper documentation, attributions, and facts, making certain the paper is in conformity with the requirements of the Center.

Since the MARP is a major third year activity, often extending beyond the completion of coursework, the student should give considerable thought to the subject matter well in advance of completion of the coursework. The faculty reserves the right to require an oral defense of the MARP by DBA students before final acceptance of the completed document.

Detailed procedures and requirements are provided in a separate study guide (DBA 6999) which can be obtained from the Program Office.
Center Board of Advisors The Center for the Study of Administration has an independent National Advisory Board, which is made up of persons holding high positions in the academic, private and public sectors and which in the aggregate represent a balance of practitioners, educators and authors in the wide range of disciplines. Subcommittees of the Board have been formed to serve the various degree programs including the DBA. The Board meets annually at Nova and includes the Chancellor and the President of the Nova/NYIT Federation.

Faculty/National Lecturers The Nova DBA faculty is made up of outstanding national lecturers. Their qualifications are the best available in teaching, research, publishing or consulting fields of management. As a rule, they hold appointments to the faculties of other major universities, but work with the Center in the DBA Program as adjuncts for their specific assignments on modules. This National Faculty are directly involved with Center staff in preparing curriculum and evaluation processes. Students who wish to obtain a list of past national lecturers for DBA modules should contact the Program office. Also the “curriculum vita” of any prospective faculty member is made available to our students, usually as part of the study guide (curriculum statement).

Library Resources Nova University recognizes the importance of adequate library facilities for graduate students interested in pursuing research. As such, a short summary of our services is in order. Nova maintains four separate libraries on campus. These are small but growing in acquisitions each year. The segregation of library facilities is by functional utility and allows concentrations which students will find quite useful.

The major collection is in the Behavioral Sciences Library (the Einstein Library). There is then a large collection in the Law Library, the Life Sciences Library (English Library), and for Ocean Sciences (Richardson Library). These libraries provide the usual reference services to students and faculty and are helpful in accessing remote bibliographic and information sources. More unusual perhaps is Nova’s emphasis on currently generated research materials. In order to make these available to students, the libraries make use of current technology with computer assisted data searches as well as with heavy utilization of microfiche systems.

Among the nationally recognized services available to DBA students at all of the University’s libraries are the ERIC document service; DIALOG which is the Lockheed Data Base System and relies on information retrieval through computer terminals; and ASI and EDUCOM which give access to other data bases. The DBA Program encourages the use of DIALOG for DBA students by subsidizing the cost of individual searches for our students.
Although doctoral students need the latest texts, monographs, serials, and journals to conduct adequate research in areas of business administration, it is generally acknowledged that materials are plentiful both in public libraries as well as in corporate libraries. For this reason, it is assumed that DBA students located off-campus as well as on campus will have no problem in completing research papers. Through the use of DIALOG on campus or via a computer terminal, and the inter-library loan services which we operate, copies of abstracts of any recently published article can be made available to students located anywhere in the country. New DBA students should request the complete information circular describing all services provided by the University's libraries.

**Computer Services** The University has a Digital Equipment Corporation Systems Twenty computer. There is also available twenty-four hour access to terminals for use by students who might want to take advantage of the various statistics packages and programs of our computer library. Students must make arrangements through the program office for the service and its use is encouraged by the fact that no charges are assessed for reasonable usage.

**Description of Modules Courses** The DBA curriculum consists of nine modules of coursework. Each module is a general field area of knowledge in management and the information therein corresponds to the professional divisions and special interest groups which one finds in the Academy of Management. (Note: There is no connection or affiliation between Nova University and the Academy of Management, but faculty and professional staff of the DBA program are members of the Academy individually. Nova recognizes the Academy's contribution to the furtherance of high professional standards in the field of management.) Course descriptions are subject to revisions and change.

**DBA 6000 Doctorate Research Seminar/1**
Sem. Hr.
A series of special seminars that will be scheduled for Friday evening, or an occasional Saturday or Sunday, will examine the various components of research methodology that doctoral students should become familiar with. Topics will include: appropriate subjects, research design, logic quantitative applications, sources of data, research references, getting published, writing suggestions and style, latest trends in management, etc. The theme of research competency is a pervasive one in the DBA program and therefore, students will register for one (1) credit of Research Seminar each term but there is no fee. About eight hours will be scheduled each term.

**DBA 6100 Administrative Theory and Practice (Module I)**
An overview of the general subject of administration which concentrates on major areas of management theory. Course content covers the historical development of management thought; concepts of organizational design and effectiveness; range and situational determinants of leadership styles; and the managerial processes of planning, decision-making and control. Course materials used balance theory and practice with the objective of developing skills necessary to administer complex organizations. This module also serves as the introduction to the subject and content areas covered in subsequent DBA modules. Sample topics include: the early development of man-
management thought; emergence of twentieth century management theory; modern management theory applications; management and organization theory — systems and contingency concepts, and modern managers at work. Prerequisites: Management/Organizational Behavior/Organization Theory.

**DBA 6200 Organizational Behavior and Development (Module II)**

An examination of behavioral science concepts utilized in modern complex organizations. Students become familiar with group dynamics and behavior; concepts of social psychology; interpersonal factors affecting the work environment, role of power, influence, prestige and with group dynamics and behavior; concepts of social psychology; interpersonal factors affecting the work environment, role of power, influence, prestige and authority as they affect leader behavior; issues of organization change, and intervention theories and methods. The course design focuses on the group as a laboratory, encouraging students to learn about themselves and their self concept as a means of learning about others. Practical experience in team building and conflict resolution is provided. Sample topics include: recurring themes in organization behavior and development, as applied in private and public enterprise; application of behavioral theories; the individual organization relationship; organization design, and organization effectiveness and productivity measures. Prerequisites: Psychology/Organization Behavior/Organization Theory/DBA 6100.

**DBA 6300 Finance, Budgeting and Control (Module III)**

An examination of various planning, budgeting, control and finance functions in order to develop analytical and applied skills in these areas. Content coverage will be a balance between concepts, applications, cases, and problems in management and financial accounting. Subsystems will be studied for counterpoint views in developing, allocating and controlling resources; and techniques of information analysis will be applied to capital structure decisions. Financial instruments, their institutions, plus money and capital markets will be examined. The functions of organizational titles such as: Vice President, Finance, Treasurer, Controller, etc. will be covered. Sample topics include: financial analysis techniques and fund flow analysis; financial trends and budgeting; capital budgeting and computer applications in finance and accounting; evaluation of managerial performance via financial reports, and managerial control systems in optimizing the use of management information systems. Prerequisites: Accounting/Finance/Economics

**DBA 6400 Information and Decision Sciences (Module IV)**

The study of managerial processes which depend upon quantitative analysis and techniques for their foundation. The development of skills for the use and application of these techniques: forecasting, sampling, study of alternatives which compare optimum versus maximum utilization of resources; and the management science use of technology through computer application and utilization. The design and use of comprehensive management information systems. Sample topics include: qualitative analysis and decision making; linear programming; management science models for risk; simulation, computers and information systems, and implementation and forecasting analysis. Prerequisites: DBA 6300 Statistics/Quantitative Methods.

**DBA 6500 Human Resource Management (Module V)**

An examination of the changing philosophies, practices and problems involved in building and maintaining an effective organization. Future oriented in nature, this course will utilize a systems approach to explore evolutionary changes and future trends in Human Resource Management. All of the traditional personnel functions will be examined as well as the new organization design and development functions. Improving the quality of work life and, in particular, job design and career planning will be explored with reference to behavioral science research. Employee selection, appraisal, and the increasing role government plays in each of these functions will be studied. Also there is an exploration of educational psychology, advanced learning theory and ideas for training supervisors and subordinates with particular emphasis on training managers. The course will review pragmatic material for the best way to develop rapid learning in communication, leadership models, decision making, problem solving, and effectiveness.

**DBA 6600 Government and Business Management (Module VI)**

The study of the external environment and its impact on the internal organization with a view towards clarifying issues so that management might formulate appropriate organizational policies. This course will examine the interaction of various subsystems in the economic, political and social realms to determine the impact at the systems level on the organization. A sample of some of the topics are: inflation, recession, growth theories, stabilization policies, monetary and fiscal mechanisms, taxation, foreign exchange problems, government and business interaction, including regulatory involvements in the marketplace, social change in post-industrial organizations, consumerism, public interest, private property, social costs, power groups, international markets, international capital movements, and regulatory impact. Sample topics include: introduction to business and its
environment; the socio-cultural environment of business; the political environment of business; selective environmental issues, and futuristic thinking and scenarios. Prerequisites: No special requirements.

**DBA 6700 Theory and Value of the Firm (Module VII)**
A review of the basic economic entities of the individual business firm and the application of micro economic analyses to the problem solving techniques necessary to efficient and effective management. Of particular concern will be the analysis of marginal costs and marginal productivity including utility and preference, consumer behavior and demand, price and cost analysis, monopolistic, oligopolistic, and competitive markets, and capital, interest and investment. Also, the course will encompass the economic environment in which 20th century business firms have existed and the basic economic, political, and social changes that have developed will be analyzed to ascertain their impact on the individual firm.

**DBA 6800 International Business and Marketing (Module VIII)**
This course introduces the International economy as a logical extension of the American enterprise system and emphasizes the benefits to be gained from international trade and the impact of multinational opportunities to the individual firm and the nation's interest. New theories of international trade will be discussed and special attention is given to foreign economic policy, tariffs and non-tariff barriers, the transfer of international payments, the balance of payments, exchange rates and "hedging", and the contemporary international monetary system. Also discussed are the developing third world countries, the economic status of major emerging nations, the nature and scope of multinational enterprise, host country policies toward multinational enterprise and new techniques designed to result in a more beneficial international economic order.

**DBA 6900 Strategy, Policy and Planning (Module IX)**
An integrative seminar which will be systems oriented and will develop the joint, functional, interdisciplinary approach for the entire process of management. Cases will be examined for the application of information and intelligence systems as the basis for decision making. As the capstone course in the DBA curriculum, all functions of management will be reviewed to see that they are thoroughly understood and can be applied. Conceptual and operational planning models will be analyzed to determine their value in assisting management. The emphasis will be on planning, formulating strategy, and goal implementation processes required to advance the organization. Through recent cases, you will be exposed to problems that cannot be structured safely; that is, they are not solely marketing, production, finance, or personnel related. The final module emphasizes that administration is truly complex and that functional activities are highly interrelated. Students will recognize and solve problems in cases that simulate the real world. The objective is a combination of many skills to determine the optimum strategy for the success and survival of the organization in the long run. Sample topics include: strategy, theory and concepts—the pedagogy; missions, objectives, goals and values; planning, strategy and policy formulation; environmental analysis and evaluation, and implementation and structures. Prerequisites: DBA Modules 6100 through DBA 6800.

**DBA 6999 Major Applied Research Project (MARP)**
Directed individual study in the writing of the final paper whose objectives are a blend of research, conceptual orientation and practicum. Students must register for the MARP. A progress report must be filed with the program office no less than three times per year (every DBA registration period—four months).

**COURSE REVISIONS:** There is on-going curriculum up-dating of DBA required coursework to assure currency and comprehensiveness of coverage. Presently, additional course coverage is being planned in Business Ethics, Business-Government Relations, Labor Relations, International Business, Marketing Management, Computers and Research Methodology. As these or other items are introduced into the curriculum, current students will be required to incorporate items into their plan of study.

**Accreditation** Nova University is accredited by the Southern Association of Colleges and Schools (SACS)... a member of the Council of Post-Secondary Accreditation (COPA), a nationwide organization which includes all the separate regional accrediting commissions.

Nova University is also a member of the Florida Association of Colleges and Universities and the Independent Colleges and Universities of Florida (ICUF).
Nova University is a member of the American Council on Education (ACE), the College Entrance Examination Board (CEEB), and the Council of Graduate Schools of the United States (COGS).

Nova University is listed in "Graduate Study in Management," a publication of the Graduate Management Admissions Council, as a school that practices reasoned choices in the selection process for graduate management education by its use of the GMAT.

For Further Information on the DBA Program call or write:

Richard L. Biscomb, Professor of Finance
Director, Doctorate in Business Administration Program
Jane W. Gibson, Assistant Director of Doctoral Programs
Thomas E. Novak, Operations Manager, DBA Program

Nova University
3301 College Avenue  Broward 305/475-7480
Ft. Lauderdale, FL 33314  Dade 305/940-6447 Ext. 7480

Calendar Calendar for the Doctorate of Business Administration (DBA) Program.

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NOTE: Calendar dates are subject to change. Please see the current schedule.
Nova University

Academic Centers and Major Programs of Study
The Center for the Study of Administration

The Center for the Study of Administration offers a variety of programs at the doctoral and master's degree levels that stress innovative learning processes and delivery systems for working professionals who wish to increase their administrative or managerial effectiveness.

The major programs offered at the master's degree level are: the Master of Business Administration (MBA) which thoroughly develops the quantitative skills used in management; the Master of Public Administration (MPA) designed for persons aspiring to management positions in public and community service agencies; the Master of Science in Criminal Justice (MSCJ) for persons in law enforcement and corrections agencies; the Master of Science in Human Resource Management (MSHRM), which is built on a foundation of behavioral science, is for managers who are responsible for such functions as organizational staffing, affirmative action and equal opportunity requirements, management education, and development or career planning. There are also various majors that may be taken in conjunction with the MBA, MPA, and MSHRM degrees, such as accounting, computer systems management, criminal justice, health management, and procurement and contract administration. In conjunction with the Center for the Study of Law, the Center awards the MBA along with the JD for those students who complete the core requirements. The JD and MBA joint degrees are of special value to attorneys who anticipate a career in a large organization or corporation.

The Center's two doctoral level programs address both public and private sector management. The Doctorate in Public Administration (DPA) is national in scope, is offered in several states, and is built around a senior faculty drawn from key government and academic centers throughout the United States. The degree is designed to broaden the professional competence of practicing administrators in the public sector. The DPA curriculum addresses the environment, processes, techniques and methods of public management and provides, through participant clinical or laboratory experience, direct learning in the key functions, systems, and roles involved in the administration of public institutions and enterprise at all levels of government. The degree content is guided by the standards set by the National Association of Schools of Public Affairs and Administration (NASPAA).

The Doctorate in Business Administration (DBA) prepares people for careers in high-level teaching, research, or managerial positions. The DBA curriculum covers the spectrum of foundation knowledge, both quantitative and behavioral, represented by the professional divisions and special interest groups of the Academy of Management.

In addition, through its Government Assistance Service, the Center seeks to promote efficient and economical methods of administering local government and other public bodies. It helps develop programs based on
knowledge and consideration of the needs and resources of the particular community. The Center also provides an Urban Workshop where the application of system dynamics to local and state administrative issues can be undertaken by practitioners and research persons.

Behavioral Sciences Center  The Behavioral Sciences Center focuses on the study of man.

The Department of Psychology offers the Ph.D. in clinical psychology. This is a full-time on-campus degree program. The Master of Science degree is offered in counseling, gerontology, applied psychology, psychometry, school guidance. The Educational Specialist degree is offered in school psychology. The Master of Science degree programs in counseling, applied psychology and human services are offered at both on-campus and off-campus locations.

The Florida School of Psychology in Miami has become a component of the Behavioral Sciences Center of Nova University and will be called the School of Professional Psychology.

Established in 1977 in Miami, the Florida School of Psychology offered the Doctor of Psychology (Psy.D.) degree on a full-time basis to students seeking a career in psychology in a practitioner-oriented format rather than in a research-oriented manner. This degree, the Doctor of Psychology (Psy.D.), will now be offered by Nova University.

The Behavioral Sciences Center also operates, or is affiliated with, various institutes and clinics which provide facilities for research and service in the behavioral sciences. These include: The Nova University Clinic, Inc., The Children's Assessment and Treatment Program, The Biofeedback Clinic and Laboratory, The Institute of Social Services to Families (Foster Parent Project), The Family Center, and the Nova Research Institute.
Family Center  The Family Center is a community resource located on the Nova Ft. Lauderdale/Davie Campus. The Center provides a network of programs and services designed to strengthen the family and enhance the quality of family life. It serves as a training facility for students in clinical and applied developmental psychology. The Family Center provides:

FAMILY PROGRAMS — a selection of courses and programs for families with young children.

CLINICAL PSYCHOLOGY — psychological services on a sliding fee basis to community residents. Services include psychological and psycho-neurological assessment, individual therapy, and family and group therapy.

EDUCATION — educational and learning disability assessment, private and small group tutoring, learning disability remediation and college board preparatory classes.

PROFESSIONAL DEVELOPMENT — courses, workshops, and consultative services to child-care practitioners and professionals working with families.

PRODUCT AND RESOURCES — resources devoted to children and their families. The Family Resource Library is open to the public.

Nova University at Coral Springs  Nova University established an educational center at Coral Springs specifically to meet the needs of men and women living in north Broward County and Palm Beach County. The uniqueness of this branch of Nova University is its community based mission. Classrooms and administrative offices are presently located at 3501 University Drive. Nova has recently purchased a permanent site for its university center in Coral Springs. It is located in the heart of the community services complex across from Mullins Park on N.W. 29th Street. Plans for the first building are in the process of development.

Undergraduate courses leading to the Bachelor of Science degree in a variety of majors are offered at Coral Springs. In addition to regular courses, the Alternative Classroom program offers undergraduate courses through television, newspaper and community research.

The Master of Science degree in counseling, school guidance, and gerontology is also available. Other graduate programs are in the planning stages. Continuing education courses and workshops are offered for personal enrichment and career development. Cooperating with community agencies, Nova University at Coral Springs is developing a full cultural program.

The Nova University Clinic, Inc.—a non-profit, publicly supported mental health clinic serving Northwest Broward—is located in the Coral Springs Center.
Center for the Advancement of Education The Center for the Advancement of Education is dedicated to the training and continuing support of teachers, administrators, trainers, and others working in education. These practitioners serve as the bridge between the knowledge base in education and the quality of education experienced by their students. The Center hopes to fulfill its commitment to the advancement of education by serving as a resource for practitioners and by supporting them in their self-development.

In accomplishing its mission, the Center offers educational programs designed to meet the needs of the working practitioner and makes a special commitment to provide educational programs in those geographical areas in which there are few resources for the training and for the professional support of practitioners in education.

Because of its commitment to the working professional, the Center offers alternative delivery systems for education that are adaptable to practitioners' work schedules and locations. Center programs reflect and anticipate the needs of practitioners to become more effective in their current positions, to fill emerging roles in the field, and to be ready to accept changing responsibilities within their own organizations. The Center also aids professional educators in achieving personal goals, including certification requirements.

The programs offered by the Center are:

MASTER'S PROGRAM FOR CHILD CARE ADMINISTRATORS
This program was developed for the administrator in for-profit and not-for-profit centers. The primary mode of instruction is independent study. Additional participant responsibilities include a special project and a summer institute.

GRADUATE EDUCATION MODULE PLAN (GEM)
The participants include teachers, administrators, and health educators seeking Master's and Ed.S. degrees, certification, and "redirection" credit in 19 majors. The learning experiences are organized into six and nine-credit modules.

MASTER OF ARTS IN TEACHING
This program is designed to prepare, for a career in teaching, the person whose undergraduate degree was not in education. The program's major components include the completion of modules in the GEM program and a full year internship at The University School of Nova University.

Ed. D. IN EARLY CHILDHOOD
The early childhood program is designed for those persons who are in leadership positions in the field of early childhood education, but participation is not limited to those in school-related positions; it is open to
social workers, counselors, parent educators, etc. The program’s three components consist of five study areas, two practicums and two summer institutes.

Ph.D. IN APPLIED DEVELOPMENTAL PSYCHOLOGY

This program is an on-campus, full-time degree experience. Applied research is emphasized for candidates who desire active involvement in the design and evaluation of systems and programs for young children.

Center for Higher Education

The Center offers programs leading to the Doctor of Education (Ed.D.) in higher education; vocational, technical, and occupational (VTO) education; and leadership in adult education. All are practitioner-oriented, field-based programs that combine formal instruction, independent study, and institutional research into a three-year program of study.

The field-based delivery system requires that program participants be employed and remain employed in positions related to one of the three areas of specialization. A major characteristic of the program is the opportunity for the immediate application of newly acquired knowledge, skills, and techniques to “real world” problems and issues and for conducting research on problems actually encountered by participants.

To graduate, participants must attend and pass seven seminars, successfully perform five practicums (institutional research projects), a Major Applied Research Project, and attend two Summer Institutes. The Center for Higher Education currently offers one or more of its programs in 20 states.
Intensive English Program for International Students

The Program provides educational opportunities to meet the academic and social needs of students from different language backgrounds. A prospective student does not have to be a member of a degree program at Nova University or plan to join a university program to be eligible. Students from abroad are admitted with student-visa status.

The goal of the program is to prepare students for successful university or career experiences in the United States by helping them develop proficiency in the English language in the areas of conversation (listening and speaking), reading, and writing. This full-time program offers students five hours of classroom instruction per day. A Reading Lab and a Language Lab are part of the daily program and are also open after classes for students who want an added hour of individualized practice.

A unique feature of the Program is that it focuses on the individual needs of each student. Upon entrance, students are evaluated in each skill area of the language and are then placed in the appropriate level for each skill.

Institute for Labor and Industrial Relations

The Institute seeks to provide working professionals in the field of labor and industrial relations with the most current knowledge, insights, and skills to enable them to serve with greater professionalism and competence. It also aims to provide the opportunity for those seeking a mid-career change to attain the necessary background for entry into the field of labor and industrial relations and for recent college graduates to train for careers in the field. The Institute provides consulting services to corporations and agencies and conducts research projects, surveys and related activities for the community. It plans to offer the Master of Science in Labor and Industrial Relations, a career-oriented program presented in a format and at times and locations that meet the needs of working professionals. The Institute presently operates at the New York Institute of Technology, Old Westbury Campus.

The Center for the Study of Law

The Center offers a full-time, traditional on-campus program of study leading to the J.D. (Doctor of Jurisprudence) degree. It received provisional accreditation from the American Bar Association in August, 1975. Students at provisionally approved law schools are entitled to the same recognition accorded to students and graduates of fully approved law schools.

The Center accepts 225-250 students in its entering class, attracts students locally and nationwide, and maintains a faculty of 23 full-time professors. It is located in the Leo Goodwin, Sr. Law Building in downtown Fort Lauderdale, just minutes from the Federal, State, and local courthouses.
The Center is the only school of law in Broward County, Florida, and it is one of two law schools in South Florida. It maintains the most extensive law library in Broward County.

The Law Center has responded to the need for continuing legal education. It provides educational experiences for lawyers consistent with the Florida Bar Association's mandating continuing attendance at legal enrichment courses by members of the practicing bar. Because the State of Florida is in the unique position of being at the hub of trade with South America, the Center provides programs to prepare attorneys to deal with the scope of international trade. Programs held at Oxford, England and Cali, Colombia have explored the comparative law of the United States and of Latin America. The Center has sponsored a major conference on Labor Law, as well as seminars on International Finance, Tax, and Marketing and the Revenue Act of 1978.

**Biology Laboratories** In conjunction with the Ocean Sciences Center, the biology laboratories now offer Ph.D. programs in a variety of sub-disciplines of the biological sciences. Students with master's degrees interested in research opportunities are encouraged to make inquiries.

The curriculum leading to the Doctorate in Biological Sciences is designed to utilize the unique facilities of the Biological Laboratories at the Oceanographic Center and the Goodwin Institute for Cancer Research in nearby Plantation, Florida. The program is oriented toward qualified students with an interest in cell biology with emphasis on oncology, immunology, virology, and biochemistry. Opportunities for field studies in marine biology and experimental cancer research in animals are noteworthy. Programs are formulated to meet the needs of the individual student. Candidates are expected to demonstrate evidence of scholarly work in the form of a dissertation based on laboratory research.
**Microcomputer Laboratory** The Microcomputer Laboratory provides courses and programs based exclusively on applied microcomputer technology. The laboratory is equipped with the latest versions of the most popular microcomputers. Its extensive software library provides opportunity for the study of the range of applications of software in word processing, simulation, computer-assisted instruction and other areas.

In addition to individual courses, two complete degree programs are offered—the M.S. and the Ed.S. in Computer Education—through the Center for the Advancement of Education. Through these offerings, teachers can gain the competencies needed to provide leadership in the rapidly increasing use of microcomputers in schools.

The Microcomputer Laboratory and its programs were designed and are administered by the Office of New Programs, which develops new program content as well as new delivery systems.

**Nova College—Undergraduate Programs**

Nova College draws upon the extensive human and technological resources of the Nova University/New York Institute of Technology (NYIT) Federation in providing quality undergraduate programs. The College offers programs leading to the Bachelor's degree in accounting, business administration, community services and administration, computer science, computer systems, education, electrical engineering, mathematics, psychology, social science and professional management.

A Day Division is available to qualified, intellectually motivated high school graduates and high school students seeking an education with an emphasis on the liberal arts. All students participate in a comprehensive series of interdisciplinary courses which include experiential components and career orientation through the major. The academic year in the Day Division is 11 months divided into five terms of nine weeks each, permitting students to be enrolled in up to nine credits of time-intensive interrelated course work per term and allowing the completion of the B.A. or B.S. degree in three calendar years. Students who opt to enroll for any four of the five terms can still be considered full time. Some merit scholarships are available to Broward County residents.

The Career Development Program and the Center for Science and Engineering (see page 31) have been organized for adults. Courses are offered on campus in the evenings and on weekends. They are also offered at institutional, industrial, and other off-campus locations convenient to the student. Although course content is designed to meet traditional educational requirements, courses are scheduled to meet the needs of employed students and are taught utilizing a blend of university professors and knowledgeable practicing professionals in the community.
Most of the approximately 1,200 students currently enrolled in the Career Development Programs and the Center for Science and Engineering College are employed and have passed the traditional age of undergraduates; many have families. They bring with them not only a mature, stable, and determined interest in enhancing themselves through acquiring new knowledge and skills, but also considerable practical experience and a desire to play an active role in their own further education.

Full-time students of Nova College who are Florida residents may qualify for the Florida Tuition Voucher Plan. Under the Plan, for the academic year 1980-81, qualified students were eligible to receive as much as $750 payable toward the year's tuition with no obligation to repay it.

The Oceanographic Center The Oceanographic Center is concerned with studies and investigation in theoretical and experimental oceanography. Studies include modeling of large-scale ocean circulation, coastal dynamics, ocean-atmosphere interaction, geophysical fluid dynamics, ocean currents, coral reef ecology and geology, physiology of marine phytoplankton, calcification of invertebrates, cell ultrastructure, fouling effects, lobster migration and larval recruitment and marine fisheries. Primary regions of interest include Florida's coastal waters, the continental shelf and slope waters of the southeastern U.S., the waters of the Caribbean and Gulf of Mexico, and the equatorial Pacific Ocean.

The Oceanographic Center offers the Ph.D. degree in Oceanography.
The Institute of Coastal Studies  The Institute of Coastal Studies is an academic and research unit of Nova University located at the Oceanographic Center. Multi-disciplinary studies focus on contemporary problems and conflicts arising from increased use of coastal areas. Emphasis is on the use, management, and policy affecting the living and nonliving resources in open coastal regions, estuaries, large inland bodies of water bounded by shorelines, wetlands, and other environments associated with these resources. The program places emphasis on the development and evaluation of alternative solutions to policy and management issues at the international, national, regional, and local levels. The Institute offers the M.S. degree in Coastal Zone Management.

The Institute for Retired Professionals  The Institute for Retired Professionals serves the specific needs of the growing retirement community in South Florida. The program focuses attention on how the educated person can occupy newly found full-time leisure creatively. Because of their varied interests and life experience, IRP members act as teachers and students at the same time: they share with and learn from one another. In the IRP, retirees from all walks of life explore new interests and directions in their retirement years.

The yearly membership fee entitles an individual to enroll in an unlimited number of peer-taught and professionally taught IRP courses offered during weekdays and to benefit from other social and educational opportunities within the university.

School Center  Programs included in the School Center are: THE UNIVERSITY SCHOOL, an independent, culturally-integrated, non-profit school offering instruction to an enrollment of 1,100 students; THE READING LABORATORY, a resource center and library of reading programs which provides diagnostic and prescriptive services for school age children; THE LEARNING TUTORIAL PROGRAM.

The University School of Nova University is located on 17 acres of university land. The main building is a single story structure of 42,000 square feet with a library and media resources center, classrooms, offices and a large combination auditorium, gymnasium, cafeteria. The University School complex includes four tennis courts, three swimming pools and several playing fields.

The School Center of Nova University provides the University and South Florida communities with innovative and alternative educational environments and programs for students from pre-school through high school.
The Center serves as a demonstration facility as well as a training center for prospective and in-service teachers in the fields of early childhood, elementary and secondary education, reading, learning disabilities, and administration and supervision. Its programs and facilities are available to graduate students in the Behavioral Sciences Center and to education majors in the Center for Undergraduate Studies and the Center for the Advancement of Education for the purposes of research and degree-credit internships.

Center for School Leadership Development The Center for School Leadership Development offers the Doctor of Education degree as a field-based program through its National Ed.D. Program for Educational Leaders. The Program is currently being offered to candidates in 17 states. Open only to practicing elementary- and secondary-level school administrators, this program provides three years of targeted study, in which candidates must pass eight study areas, satisfactorily complete three performance-oriented practicums, and attend two summer institutes. Using such a structure, the Program seeks to develop the leadership skills of those able to apply their training immediately to the solution of real problems in the schools. By focusing on real life situations and school problems, the Program moves toward its goal of improving elementary and secondary schools.

Center for Science and Engineering The Center for Science and Engineering focuses its efforts in the area of science, mathematics, computer science and electrical engineering. Faced with a rapidly expanding body of technical knowledge, the Center serves three groups of individuals: the computer science or engineering major who is seeking to prepare for a career in technology, the non-major who needs some foundation in science and technology in order to function as an educated person in today's world, and the professional who needs continuing education to maintain his or her professional knowledge. Classes are offered at night and on Saturday in order to provide an opportunity for the working adult to pursue a professional degree. Electronic, microprocessor and microcomputer laboratories are available for instruction in addition to the University mainframe, a DEC 20. In addition, the Center draws on the resources of Nova's sister institution, the New York Institute of Technology. To provide this educational base to the community, the Center offers:

- The Master of Science, major in computer science, which is designed to give the student practical experience and in-depth knowledge of computer systems.
- The Bachelor of Science in Electrical Engineering, a well-defined professional degree program in which students focus on computer science in addition to the traditional electrical engineering courses.
• The Bachelor of Science, major in computer science, a program which has strong components in both hardware design and software development.

• The Bachelor of Science, major in computer systems, which combines both computer systems and business components.

• The Bachelor of Science, major in computer systems/technical communication, which combines courses in computer systems with those in technical communication.

• The Bachelor of Science, major in mathematics/computer programming which provides the student with formal education in mathematics and computer software development.

Additional undergraduate coursework and specializations are provided for the non-major.

The Center also offers a series of workshops which are designed to bring the latest technical information to professionals in the South Florida area. A Masters in Electrical Engineering is currently in the planning stage.

New York Institute of Technology, which offers programs in engineering and technology at three locations in the New York area, works closely with the center to make their programs and resources available in South Florida.
Personnel

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* deceased

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A transcript of a student's academic record cannot be released until all his/her accounts, academic and non-academic, are paid.

Nova University maintains a system of records which includes application forms, letters of recommendation, admission test scores and transcripts of students previous academic records and Nova University transcripts. These records may be made available upon written request through the Office of Registrar. The law limits access and disclosure to a third party. Such access is given only upon consent of the student or if required by law.

A person does not have the right of access to educational records until he or she has been admitted and has actually begun attending Nova University. There is no prohibition from disclosing such information to the parents of students who are listed on their parents federal income tax forms.

Parent or eligible students will be provided a hearing by Nova University if they wish to challenge the content of the record. If still not satisfied, the parents or eligible student may add explanatory or rebuttal matter to the record. If the student or parents are denied access to a hearing or if records are alleged to have been illegally disclosed to a third party, the student or parents may file a complaint with the Family Educational Rights and Privacy Act (FERPA) Office, Room 4512, Switzer Building, Washington, D.C. 20202.

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