

2020

## Graduate Catalog\_2020-2021

Nova Southeastern University

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H. Wayne Huizenga College of  
Business and Entrepreneurship  
NOVA SOUTHEASTERN UNIVERSITY

**NSU**  
Florida



2020 – 2021 Graduate Catalog

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# Official Document Notice

Policies and programs set forth herein are effective for the 20/21 academic year. These policies are in place for the term in which a student begins classes. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing The H. Wayne Huizenga College of Business and Entrepreneurship (HCBE or Huizenga College) website at [www.huizenga.nova.edu](http://www.huizenga.nova.edu) and downloading this document.

The university recognizes that individual programs require differing time limits for the completion of academic studies leading to a degree. Therefore, the time frame is a matter within the discretion of each academic program. All program/center catalogs, bulletins, and handbooks must carry this information.

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number (404) 679-4500] to award bachelor's, master's, educational specialist, and doctoral degrees.

*Information in this catalog is considered accurate at the time of publication. For any questions pertaining to this document, contact your Academic Advisor.*

# INTRODUCTION

## NOVA SOUTHEASTERN UNIVERSITY (NSU)

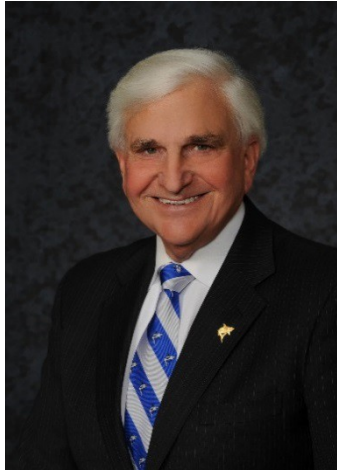
Located in Fort Lauderdale, Florida, NSU is a private, not-for-profit research institution accredited by the Southern Association of Colleges and Schools Commission on Colleges. Classified by the Carnegie Foundation for the Advancement of Teaching as a research university with “high research activity”, NSU is 1 of only 50 universities nationwide to also be awarded Carnegie’s Community Engagement Classification. NSU is also the largest private, not-for-profit institution in the United States that meets the U.S. Department of Education’s criteria as Hispanic-Serving Institution. For more than 50 years, NSU has been fostering groundbreaking research and a commitment to community.

The university awards associate’s, bachelor’s, master’s, specialist, doctoral, and first-professional degrees in a wide range of fields, including the humanities, biological and environmental sciences, business, counseling, computing and engineering sciences, conflict resolution, education, family therapy, medicine, dentistry, various health professions, law, marine sciences, performing and visual arts, psychology, and other social sciences.

NSU has campuses in Fort Lauderdale, Fort Myers, Jacksonville, Miami, Miramar, Orlando, Palm Beach, and Tampa, Florida, as well as Puerto Rico, while maintaining a global presence online.

This institution also has an excellent reputation for its programs for families offered through the Mailman Segal Center for Human Development and the NSU University School. These include innovative parenting, preschool, primary, and secondary education programs, as well as an internationally recognized, model program for children with autism spectrum disorders.

## PRESIDENT'S WELCOME



We are honored that you have selected Nova Southeastern University and the H. Wayne Huizenga College of Business and Entrepreneurship. Our objective is to help you get your first job, grow within your present organization, or launch an entirely new career direction.

By choosing the Huizenga College of Business, you share with us a commitment to the best practices in today's fast-paced business world. You'll find that our practical, real world-based curriculum allows us to help our graduates realize their full potential.

As President and CEO of NSU, I welcome you to our family, whether you are a full-time student, a working professional joining us part-time, or an online student from another part of the world. We have students and alumni across our nation and in all corners of the globe. Our graduates have a special bond, and you can look forward to joining a very select group.

As NSU's Vision 2020 states, we promise to produce "alumni who serve with integrity in their lives, fields of study, and resulting careers." With the support of Nova Southeastern University, you will make a significant difference to your business colleagues and organization, your community and, quite possibly, the world.

**George L. Hanbury II, Ph.D.**  
President and CEO  
Nova Southeastern University



## **ACCREDITATION STATEMENT**

Nova Southeastern University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools [1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number (404) 679-4500] to award associate's, bachelor's, master's, specialist, and doctoral degrees.

The H. Wayne Huizenga College of Business and Entrepreneurship is also accredited by the International Assembly for Collegiate Business Education [IACBE World Headquarters, 11374 Strang Line Road, Lenexa, Kansas 66215; telephone number (913) 631-3009].

## **NONDISCRIMINATION STATEMENT**

Consistent with all federal and state laws, rules, regulations, and/or local ordinances (e.g., Title VII, Title VI, Title III, Title II, Rehab Act, ADA, Title IX, and the Florida Civil Rights Act), it is the policy of Nova Southeastern University not to engage in discrimination or harassment against any persons because of race, color, religion or creed, sex, pregnancy status, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, gender, gender identity, military service, veteran status, political beliefs or affiliations, and to comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders, and regulations. Any such acts are unacceptable and strictly prohibited by the university.

In addition, the law prohibits retaliation against an individual for opposing any practices forbidden under this policy, for bringing a complaint of discrimination or harassment, for assisting someone with such a complaint, for attempting to stop such discrimination or harassment, or for participating in any manner in any investigation or resolution of a complaint of discrimination or harassment. This nondiscrimination policy applies to admissions, enrollment, scholarships, loan programs, athletics, employment, and access to, participation in, and treatment in all university centers, programs, and activities. NSU admits students of any race, color, religion or creed, sex, pregnancy status, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, gender, gender identity, military service, veteran status, political beliefs or affiliations, and activities generally accorded or made available to students at NSU and does not discriminate in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school administered programs.

## **H. WAYNE HUIZENGA COLLEGE OF BUSINESS AND ENTREPRENEURSHIP**

The Huizenga College of Business in Fort Lauderdale, Florida is the only business school in Florida with entrepreneurship in its name. That says a lot about who we are, a school committed to delivering an up-to-date curriculum that fosters the spirit of innovative thinking in the workplace. Here, students learn to face the critical issues of today and tomorrow, head on.

Over thirty years ago, when few other institutions considered customer's needs, the Huizenga College accommodated working professionals by creating weekend programs. Today, that tradition continues. The Huizenga College serves over 2,300 bachelor's and master's students in a variety of degree programs tailored to meet the demands of today's workforce. The Huizenga College also offers a number of enriching seminars and workshops through the Hudson Center of Entrepreneurship and Executive Education.

Administrators and faculty are keenly attuned to the complicated demands placed on today's employees, managers, and leaders. Courses are continually refined to the most current and relevant practices. Students at the Huizenga College encounter some of the most exciting, enriching coursework available anywhere in education today; courses designed to challenge critical thinking skills, to widen perspectives on traditional business practices, and to foster an entrepreneurial spirit.

Our students come from a diverse cross section of society – culturally, demographically, and professionally. This is why courses are delivered in a range of flexible formats on our main campus and online.

No matter the program or format, each program utilizes all the tools, technology and management have to offer, giving students an unprecedented opportunity to acquire skills that will enrich their knowledge base and leadership abilities, while learning to add value to their company and to their lives.



## DEAN'S MESSAGE



I am very pleased to be able to write my first Dean's Message. Being Dean of the H. Wayne Huizenga College of Business and Entrepreneurship (HCBE) is the highlight of my 30-year academic career. I consider everything I have done up to this point to be a rehearsal for this position. My years at UConn as a faculty member and administrator and over seven years as Dean at Long Island University and Fairleigh Dickinson University have prepared me to leverage my experiences to take full advantage of all the wonderful opportunities that await me at NSU.

When I interviewed for this position and met people across campus and within HCBE, what struck me first was the warmth of everyone's welcome. Next, what struck me was how comprehensive the University is with all the extensive programs offered across 18 colleges. To me, this is like being in a candy store. There are so many possibilities for HCBE to be distinctive, but to also be a partner with other NSU colleges and programs to enhance their distinctiveness as well.

My goals for HCBE are to work with my colleagues to make our programs pre-eminent, collaborate in meaningful partnerships across campus, increase both undergraduate and graduate enrollment, and raise resources that will be used for scholarships and endowments that will help us invest in our future.

I pledge to focus on student success, particularly career placement and experiential learning, by working with the business community to ensure that we are developing the talent that employers need. We will be cutting edge in terms of technology by meaningfully incorporating virtual and augmented reality into the classroom and providing students with the skills to adapt to changes in the work force so that they can continually re-invent themselves as situations unfold.

Finally, I pledge to meaningfully engage alumni and the business community to help us achieve our goals. HCBE and NSU have impacted many lives. That impact should not stop when degrees are conferred. And, as alumni have been impacted by us, we need to ensure that they can pay forward with time and resources to help others – our current and future students – get a high-quality education that leads to fulfilling careers and lives.

Please consider reaching out to me to let me know how you can help.

Sincerely,

**Andrew Rosman, Ph.D.**

Dean, H. Wayne Huizenga College of Business & Entrepreneurship

## **HCBE MISSION STATEMENT**

The H. Wayne Huizenga College of Business and Entrepreneurship mission is to educate future business leaders and entrepreneurs by providing them with an edge that will prepare them to best serve our unique international and service economy of Southeastern Florida.

## **HCBE VISION STATEMENT**

The H. Wayne Huizenga College of Business and Entrepreneurship is a worldwide provider of academic, professional, and practical education for individuals in business, academia, government, and nonprofit organizations. With a recognized reputation for quality, the Huizenga College of Business & Entrepreneurship's corporate relationships and modern technology provide superior real-world learning experiences for students.

## **PHILOSOPHY**

We believe in this fast-paced, rapidly changing world, individuals in business, academia, government, and nonprofit organizations need convenient, accessible, superior-value educational opportunities. Only by utilizing faculty possessing scholarly and professional qualifications, providing personal interaction with students, and effectively using technology, can we prepare students for success.

We can only realize our vision if all faculty and staff of the Huizenga College, with the support of our other stakeholders, are dedicated to innovation in courses, curricula, delivery methods, and services to students according to student needs.

The success of the Huizenga College is contingent upon the ability of our faculty, staff, and students to apply newly acquired knowledge to create value in their respective business, academic, government, and nonprofit organizations in particular, and society as a whole.

## **HCBE's STATEMENTS OF VALUES / PRINCIPLES:**

1. Conduct all of our academic affairs with integrity.
2. Be committed to the Huizenga College of Business' vision, mission, philosophy, and principles.

3. Treat each other with dignity, respect, and sensitivity as to create a caring environment that allows faculty, staff, and students to reach their greatest potential.
4. Stay focused on and anticipate the needs of our constituents so we can prepare our students to be “shapers” of our society, not mere “reactors”.
5. Set high expectations for ourselves and demonstrate initiative, judgment, flexibility, and teamwork so we may fulfill our mission and vision.
6. Have a compelling desire to advance the knowledge of how organizations function and apply this knowledge so that developing creative solutions is a major focus of life.
7. Have the vision, creativity, openness, and receptivity to challenge the status quo, to create learning and change, and view our role in the Huizenga College of Business and the University as part of a dynamic process rather than a set of static, fixed relationships with related tasks.
8. Constantly try to understand the contributions we can make to the vision and mission of the organization, and seek to contribute where there is a clear, comparative advantage.
9. Believe that lifelong learning, and the application of that learning, greatly enhances society.
10. Be culturally mature and demonstrate a strong appreciation for diversity and the richness it brings to life and learning.

*Vision, Mission, May 2019*

*H. Wayne Huizenga College of Business and Entrepreneurship*

## **CONTACT INFORMATION FOR THE HUIZENGA COLLEGE**

The Huizenga College of Business is located on NSU's main campus in the Carl DeSantis building. The DeSantis building is a 261,000 square foot, 5-story facility built around a central 3-story courtyard. Its design includes general purpose and compressed video-teleconferencing classrooms, a lecture theater, computer labs, multi-purpose and conference facilities, and a full-service café, as well as administrative and student offices with support facilities.

### ***Address:***

H. Wayne Huizenga College of Business and Entrepreneurship  
Carl DeSantis Building  
Nova Southeastern University  
3301 College Avenue  
Fort Lauderdale, FL 33314

### ***Phone:***

(954) 262-5000; Toll-free (800) 672-7223

## **FORCE MAJEURE**

NSU's duties and obligations to the student shall be suspended immediately, without notice, during all periods that the university is closed or ceases or curtails operations because of force majeure events including, but not limited to, any fire or any casualty, flood, earthquake, lightning, explosion, strikes, lockouts, prolonged shortage of energy supplies, riots or civil commotion, act(s) of God, hurricane, war, governmental action, act(s) of terrorism, epidemic, pandemic, or any other event beyond the university's control. If such an event occurs, NSU's duties and obligations to the student will be postponed until such time as the school, in its sole discretion, may safely reopen or resume operations. Under no circumstances, except as otherwise required by Federal or State statute, will NSU be obligated to refund any portion of tuition, housing, meal plans, fees, or any other cost or charge attributable to any location or service affected by any such force majeure event.

## **NSU COVID-19 RETURN OF THE SHARKS PROTOCOL**

Nova Southeastern University (NSU) considers the health, safety, and well-being of its students and community to be one of its top priorities. In the midst of these unprecedented pandemic conditions, NSU continues to follow federal, state, and local guidelines to put in place extensive provisions and protocols to mitigate the spread of COVID-19 in NSU facilities and locations.

NSU takes its responsibilities seriously, and the university counts on its students to take their responsibility to comply with safety practices and protocols seriously as well, understanding that some risks lie outside of anyone's control.

NSU cannot guarantee a completely COVID-19-free environment. However, to address the health and safety of the NSU community and reduce the risk of transmission of the COVID-19 virus, NSU has created policies and protocols for mitigating the spread of COVID-19. Taking steps to mitigate the risk of COVID-19 infections at NSU is a shared responsibility. It is critical that all students adhere to these policies and protocols, as well as national, state, and local guidelines, for their own well-being and the well-being of those around them. Students are expected to comply with the NSU safety policies and protocols related to COVID-19, including the protocols set forth in the [Return of the Sharks Student Guide](#). Residential life students are also required to comply with the Addendum to the 2020–2021 Residential Life and Housing Contract and the *Residential Life COVID-19 Preparedness Guide*, which include additional health and safety protocols and policies specific to residential life. The NSU policies and protocols for responding to COVID-19 may be updated at any time, as additional information about COVID-19 is obtained, and/or as additional guidance is issued from federal, state, and local governmental bodies and agencies. As such, students are responsible for continuing to monitor their NSU email for any updates to this handbook, as well as [nova.edu/ehs/cv19-resources/index.html](https://nova.edu/ehs/cv19-resources/index.html) for additional updates. Failure to comply with the NSU safety policies and protocols related to COVID-19 may result in immediate removal from campus and a referral to the Office of the Vice President of Student Affairs, or the applicable college/academic program, for disciplinary action in accordance with the university's Code of Student Conduct and Academic Responsibility.

By returning to any NSU campus, as well as living in NSU housing or sponsored housing, students assume the risk of exposure to certain dangers, including, but not limited to, possible exposure to communicable diseases such as the COVID-19 virus. COVID-19 is a highly infectious, potentially life-threatening disease declared by the World Health Organization to be a global pandemic. There is no current vaccine available to the public for COVID-19. The disease's highly contagious nature means that contact with others, or contact with surfaces that have been exposed to the virus, can lead to infection. Additionally, individuals who may have been infected with the COVID-19 virus may be asymptomatic for a period of time, or may never become symptomatic at all. Because of its highly contagious and sometimes "hidden" nature, it is currently very difficult to control the spread of COVID-19 or to determine whether, where, or how a specific individual may have been exposed to the disease.

Again, you have NSU's commitment to continually enhance its efforts to maintain a safer environment. However, by making the decision to return to any NSU campus or reside in NSU housing or sponsored housing, each student is acknowledging that he or she fully understands the risks associated with COVID-19 and is doing so freely and voluntarily.

We are all in this together as we all commit to follow proper, known protocols to better contain COVID-19 here in our shared community.

## **RESURGENCE OF COVID-19**

NSU is committed to both providing the highest quality education, as well as, keeping safety at the forefront of every decision that the university makes. The 2020–2021 academic year will require a significant amount of flexibility that will enable the university to be prepared for any change in circumstances. In that regard, NSU is planning to use the BlendFlex model for the majority of its course offerings. This model simultaneously offers face-to-face and online delivery of instruction. NSU BlendFlex courses include a portion of the students attending in a traditional classroom setting, while the remaining students attend from a remote location using videoconferencing type technologies, including Zoom and Canvas. There may be certain programs that do not lend themselves to the BlendFlex model, including courses requiring experiential learning, such as those containing laboratory and clinical components. Students should consult directly with their programs for further information regarding their course delivery model.

In the event of a resurgence of COVID-19, NSU may take certain steps to protect the health and safety of the university community. These may include transitioning back to a fully online platform. In making this transition, NSU will continue to provide the same high-quality education that students receive face-to face, while striving to limit disruption to student learning during this transition.



# **STUDENT SERVICES**

## **HUIZENGA COLLEGE OFFICE OF ENROLLMENT SERVICES**

The Huizenga College of Business Office of Enrollment Services is composed of the Office of Recruitment and Admissions and the Office of Academic Advising. The main office is located on the first floor of the Carl DeSantis Building at the Fort Lauderdale-Davie Campus. All prospective and current Huizenga graduate students (including students not located on the main campus) may obtain assistance with graduate admissions, academic advising, and program-related information in person or via telephone. For additional information or assistance, call (954) 262-5067, (800) 672-7223 ext. 25067, or (800) 554-6682 ext. 25067 (Bahamas, Canada, and Mexico only).

## **NSU OFFICE OF ENROLLMENT AND STUDENT SERVICES**

The NSU Office of Enrollment and Student Services is composed of the Office of Student Financial Assistance, the Bursar's Office, the Office of the University Registrar, and the One-Stop Shop. All students (including students not located on the main campus) may obtain assistance with financial aid, student accounts, registration, and records. The One-Stop Shop is located on the first floor of the Horvitz Administration Building at the Fort Lauderdale-Davie Campus. For additional information, call (800) 806-3680.

## **NSU OFFICE OF CAREER DEVELOPMENT**

Nova Southeastern University operates an office of Career Development for NSU students and alumni. Their mission is to support NSU students and alumni in the implementation of successful career plans from choosing a direction, to securing employment, or continuing their education. Through consulting, partnership with employers and faculty, Career Development strives to educate students and alumni. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Office of Career Development at (954) 262-7201 or online at [www.nova.edu/career](http://www.nova.edu/career). The Office of Career Development has two locations at the Fort Lauderdale-Davie Campus: The Horvitz Administration Building and in the Carl DeSantis Building which is home to the Huizenga College.

## **HCBE OFFICE OF CAREER ADVISING**

Within the Huizenga College of Business, you will also have direct support from our in-house Office of Career Advising. They can help facilitate your professional development by helping you connect to different employers, organizations, events, and a wide array of workshops. This office is located on the 5<sup>th</sup> floor of the DeSantis Building. If you

would like to schedule an appointment, you can do so by calling the office at (954) 262-5016.

## **STUDENT DISABILITY SERVICES**

Nova Southeastern University complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. No qualified individual with a disability shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination in any activity, service, or program of the university solely because of his or her disability. Each qualified individual with a disability who meets the academic and technical standards required to enroll in and participate in Nova Southeastern University's programs shall be provided with equal access to educational programs in the most integrated setting appropriate to that person's needs through reasonable accommodation(s). At the postsecondary level, it is the student's responsibility to initiate the process for disability services.

The process for obtaining reasonable accommodation(s) is an interactive one that begins with the student's disclosure of disability and a request for reasonable accommodation(s). The student has the responsibility to provide Nova Southeastern University with proper documentation of disability from a qualified physician or clinician who diagnoses disabilities and sets forth the recommended accommodation(s).

Student requests for accommodation(s) will be considered on an individual basis. Each student with a disability should contact the Office of Student Disability Services prior to the commencement of classes to discuss his or her needs.

To contact or obtain more information from the office of Student Disability Services by phone: 954-262-7185; by email: [disabilityservices@nova.edu](mailto:disabilityservices@nova.edu); or by website: [www.nova.edu/disabilityservices](http://www.nova.edu/disabilityservices).

## **ACADEMIC ACCOMMODATION(S) PROCESS**

Requests for accommodation(s) must be made in writing to the Office of Student Disability Services and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. Detailed information on how to register for disability accommodations is available at [www.nova.edu/disabilityservices](http://www.nova.edu/disabilityservices). If the student disagrees with the accommodation(s) proposed by the Office of Student Disability Services, he or she may appeal the decision to the NSU's Academic Accommodation Appellate Committee, chaired by the Assistant Dean for Student Development. The student will be given the opportunity to present his or her appeal in an appearance before the committee. The committee will also review all relevant documents submitted with the written appeal before rendering a decision. The student will be notified in writing of the committee's decision within a reasonable amount of time of the hearing. The decision of the NSU's Academic Accommodation Appellate Committee is final and

binding upon the student without further appeal. Students should direct an appeal to Michelle Manley, Assistant Dean for Student Development. Dean Manley may be contacted via telephone at (954) 262-7281 or via e-mail at [mmichell@nova.edu](mailto:mmichell@nova.edu).

## **DISABILITY DISCRIMINATION**

NSU does not tolerate the harassment of any members of the university community on the basis of disability. The University is committed to taking immediate action to eliminate any harassment, prevent its recurrence, and address its effects. Any student or employee found to have engaged in acts of harassment on the basis of disability will be promptly disciplined, including potential suspension or expulsion for students, and suspension or termination for employees.

The university encourages all members of the NSU community to work together to prevent harassment based on disability. The University encourages any student who believes that he or she has been subjected to harassment on the basis of disability to report the harassment to the University in accordance with the NSU Discrimination/Harassment Grievance Policy.

Information regarding reporting procedures are available in the NSU Student Handbook located online at <http://www.nova.edu/studentaffairs/>.

## **STUDENT COUNSELING**

Nova Southeastern University offers counseling at the Henderson Student Counseling Center for NSU Students. Services provided at the center include: treatment for anxiety, panic and depression; anger management; financial stress; social struggles; chronic illnesses; abuse; suicidal thoughts; break-ups and divorce; assault; and many other areas affecting a student's quality of life. In addition to office hours, a crisis hotline is available 24 hours a day, seven days a week to give support and counseling by phone. For additional information, please visit the Student Counseling website at: <http://www.nova.edu/healthcare/studentcounseling.html>.

## **FINANCIAL AID**

Nova Southeastern University offers a comprehensive program of financial aid to assist students in meeting educational expenses. Financial aid is available to help cover direct educational costs such as tuition, fees, and books, as well as indirect educational expenses such as food, clothing, and transportation. The primary responsibility for paying for education rests with the student. Financial aid is available to "fill the gap" between the cost of education and the amount the student can reasonably be expected to contribute.

In order to qualify and remain eligible for financial aid, students must be fully admitted into a university program; eligible for continued enrollment; a United States citizen,

national, or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with federal and the university's policies on satisfactory progress for financial aid recipients.

In order for students to receive any Federal Title IV or state financial aid (grants, scholarships, student employment, and loans), they must be enrolled in a minimum number of credits that are required for degree completion (degree-applicable) as published in the catalog for the year they matriculated. Therefore, financial aid funds are only disbursed to students who meet the minimum enrollment requirements for financial aid eligibility with degree-applicable courses.

A student may maintain maximum financial aid eligibility while enrolled in non-degree-applicable courses if the student meets the enrollment requirements for each respective Title IV program with degree-applicable courses. For instance, in order to be eligible for federal loans, a student must be enrolled at least half time. If half-time enrollment is defined as 6 credits per semester/term, the student must be enrolled in at least 6 degree-applicable credits to be eligible for federal loans. If a student enrolls in one 3-credit course that is degree-applicable and one 3-credit course that is not degree-applicable, the student will not be eligible for federal loans, even though the student is enrolled half time. Students should refer to their Degree Works degree evaluation in SharkLink to determine if the classes they have registered for are degree-applicable courses. Instructions on generating a Degree Works degree evaluation are available at <https://www.nova.edu/registrar/degreeworks.html>.

For information on sources of financial aid and application forms, please contact:

Nova Southeastern University  
Office of Student Financial Assistance  
3301 College Avenue, Horvitz Administration Building  
Fort Lauderdale, Florida 33314  
Broward County: (954) 262-3380  
Miami-Dade County: (305) 940-6447, ext. 27410  
(800) 806-3680  
<http://www.nova.edu/financialaid/>

Office hours: Monday – Thursday 8:30 a.m. – 7:00 p.m.; Friday 8:30 a.m. – 6:00 p.m.; and Saturday 9:00 a.m. – noon.

## **SCHOLARSHIPS**

Scholarship information is available on the Huizenga College of Business website at: <http://www.business.nova.edu/current-students/scholarships.html>.

## LIBRARY RESOURCES

Nova Southeastern University Libraries provide NSU students with services from a variety of sources including:

- Alvin Sherman Library, Research, and Information Technology Center,
- Martin and Gail Press Health Professions Division Library,
- Panza Maurer Law Library,
- Oceanographic Library,
- NSU Libraries' collection of electronic resources,
- Interlibrary loan and document delivery,
- SEFLIN consortium libraries in southeast Florida, and the
- ICUF consortium libraries throughout Florida

The NSU Libraries have designed, developed, and implemented an up-to-date collection to support the research needs for students from undergraduate to doctoral-level. Librarians, teaching faculty, and researchers at NSU share in the development of collections, and NSU has policies that define their involvement.

The modern Alvin Sherman Library, Research, and Information Technology Center is the main library at NSU and includes multiple service points; high-density, movable shelving; 13 electronic classrooms; 33 group study rooms; 7 conference rooms; a 25-seat teleconference room; the 75-seat, technology-rich Circle of Friends Collaborative Study Room; the Ann Porterfield Digital Media Lab; Makerspace Lab; a café; and the University Archives. It is also the host to NSU's 2,800-square-foot *Write from the Start Writing and Communication Center*.

The Alvin Sherman Library provides distance students with the same full array of resources and services available to the students on the Fort Lauderdale/Davie campus. The Alvin Sherman Library offers a number of methods to support distance students, including more than 550 research databases accessible online, and an NSU print collection that is accessible via Document Delivery. Students can request, at no additional cost, items that are not available full text online, including books, copies of journal articles, NSU dissertations, and more. Resources that can be scanned are disseminated electronically through the ILLiad system, while books available only in print are mailed to students' homes.

The Alvin Sherman Library provides all students with reference assistance via a toll-free telephone number, email, online chat, and text messaging. Students can also request a face-to-face or online appointment with a librarian to receive individual assistance. The library offers synchronous training embedded in various courses across the NSU colleges and through online workshops. Additional asynchronous instruction is available through the *Razor's Research Bytes* introductory modules, short videos on *LibraryLearn*, and an extensive collection of library guides and other digital instructional

materials. All of this can be easily accessed through <https://sherman.library.nova.edu/>, the Alvin Sherman Library website.

## **STUDENT IDENTIFICATION CARD (SharkCard)**

All students must obtain an NSU Student Identification Card (SharkCard) before starting classes. The SharkCard must be carried at all times when on any of the NSU campuses. The SharkCard is available free of charge and may be obtained by visiting Campus Card Services located in the Horvitz Administration Building on the main campus.

For off campus locations, the form may be downloaded at <http://www.nova.edu/nsucard/>. Submit the completed form along with a passport size photo to:

NSU Card Office – Campus Card Services  
Nova Southeastern University  
Horvitz Administration Building  
3301 College Avenue  
Fort Lauderdale, Florida 33314

For mail-in requests, the NSU Card will be mailed within two weeks from receipt of the request. Questions should be addressed to the NSU Card Office at (954) 262-8929.

## **PARKING**

Student parking is available free of charge on all campuses. Parking Decals are renewed each year. The deadline for new decals is July 1st. Parking permits are mandatory and are available through the Registrar's Office, located in the Horvitz Administration building on the main campus. For information, contact the Registrar's Office at (954) 262-7200 or (800) 541-6682, ext. 27200.

## **MINIMUM TECHNOLOGY REQUIREMENTS**

Candidates applying to a master's program must have unrestricted access to a computer, the Internet, ability to download and install a lockdown browser for select course exams, and have demonstrable working knowledge of Microsoft Office software suite (Word, Excel, and PowerPoint). Also, students must have access to a computer with a camera and microphone.

## **NSU BOOKSTORE**

The NSU bookstore is located on the Davie campus, just west of the main library. To obtain textbook information and NSU gear, visit their website at <http://nsubooks.bncollege.com>.

## **NSU COMPUTER ACCOUNTS SharkLink**

SharkLink is an online information portal providing students and faculty and staff members with enhanced, streamlined access to NSU's computing resources and Web communication options. This portal allows a single login to provide the user with access to all the available applications including email, personal and shared Web calendars, online groups, and integration with Self-Service Banner, Canvas, and other NSU applications. Through SharkLink and these online applications students can view grades, transcripts, and holds; apply for financial aid and review the status of financial aid applications and loans; check registration status; view personal class schedules and register for classes; pay for classes; and check and change personal contact information. Upon acceptance, a Shark ID / NSU email name and password will automatically be generated. New students will receive their temporary password/NSU PIN via their alternate email address or U.S. Postal Service. This email is the student's official NSU email account and provides access to SharkLink. This email account is the official method of communication at NSU and is used to notify students of upcoming registration deadlines, scholarship information, and other important NSU information. Students are required to use their NSU accounts for intra-campus communication and for submission of class assignments as required by faculty members. In addition, students participating in online coursework use their account to access the electronic classroom.

SharkLink can be accessed at <https://sharklink.nova.edu/cp/home/displaylogin>. Students log in to the secure area using their ID/User name and password.

All email communications between faculty, administration, staff, and students must use the NSU email account. Personal email accounts may not be used.

For technical support or problems with an NSU email account, or for students who lose or forget their ID or password please contact the Online Computing Help Desk at (954) 262-HELP (4357) or (800) 541-NOVA(6682) ext. 24357, or [help@nsu.nova.edu](mailto:help@nsu.nova.edu) to have it reset.

Help desk office hours are:

- Monday - Friday: 7:00 am - 10:00 pm EST/EDT
- Saturday: 8:30 am - 5:00 pm EST/EDT
- Sunday New hours: 8:30 am – 5 pm EST/EDT

## **OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS**

The Office of International Students and Scholars (OISS) is committed to providing essential services to assist international students achieve their academic goals. OISS serves as a resource to the university community and provides services and counseling



expertise aimed at guiding individual students through the complexities of U.S. government visa regulations.

Students who wish to study at the Huizenga College of Business should contact OISS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes at the Fort Lauderdale campus. For further information, please contact OISS. <http://www.nova.edu/internationalstudents/>

Nova Southeastern University  
International Student Office  
3301 College Avenue  
Fort Lauderdale, Florida 33314  
(954) 262-7240 or (800) 541-6682, ext. 27240  
Email: [intl@nova.edu](mailto:intl@nova.edu)

*Note:* Students attending any courses on campus less than three weeks in duration are not required to obtain the I-20.

## **ADDRESS AND NAME CHANGES**

It is the student's responsibility to ensure the university has his/her current contact information including mailing address, home telephone number, work telephone number, mobile number, and email address. Students may update their personal contact information (excluding name change) through SharkLink at <https://sharklink.nova.edu/cp/home/displaylogin>.

During enrollment at NSU, should a student's name legally change, the student should forward proper documentation (typically copy of the social security card) to the Registrar's Office so the student's records may be updated. A student's name will not be changed without official legal documentation.

## **NSU LETTERHEAD AND OTHER OFFICIAL ATTRIBUTION**

NSU does not authorize the use of its letterhead or specifically endorse survey and research efforts unless these efforts have been reviewed, coordinated, and approved by university staff. Accordingly, students are not authorized to use NSU letterhead, or other logos that imply university endorsement, without written authorization from the respective Program Office.



# STUDENT CODE OF CONDUCT

## ACADEMIC MISCONDUCT: POLICIES, STANDARDS & PROCEDURES

### PROBLEM RESOLUTION PROCEDURES

Nova Southeastern University is committed to maintaining policies and procedures supportive of the student community. Students must follow specific policies and instructions described herein, in the *NSU Student Handbook* found on the student affairs webpage (<http://www.nova.edu/studentaffairs/>), and in course schedules, program brochures, information sheets, and periodic special mailings.

### HARASSMENT AND NON-DISCRIMINATION POLICIES

Information on these and other policies can be found in the *NSU Student Handbook* at <https://www.nova.edu/studentaffairs/past-studenthandbooks.html>

### GRADE DISPUTE GRIEVANCE PROCEDURE

Faculty members serve as the initial contacts for all grievances involving the fairness of a grade, or any classroom or instructor activity, in their courses. Students unable to resolve a grade/academic grievance with their course faculty member may appeal to the appropriate department chair for the course, who will make a final decision on the correctness of the grade. If the course faculty member is also the department chair, then the student can appeal to the Assistant Dean for final disposition. Grade grievances will not be permitted to proceed to any further appeals.

Grade grievances must be initiated in a timely fashion, no later than 20 days after the end of the semester of the occurrence of the grievance issue. The student will forfeit all rights under the grievance procedure if each step is not followed within the prescribed time limit.

All issues pertaining to grievances on non-academic misconduct are handled by the Office of the Vice President for Student Affairs. The student should refer to the student handbook for policies and procedures on such matters.

### ADMINISTRATIVE GRIEVANCE PROCEDURE

Administrative grievances are related to academic policies and administrative actions. Grievance procedures must be initiated in a timely fashion no later than 20 days after the end of the semester in which the grievance issue took place. The student may forfeit

all rights under the grievance procedure if each step is not followed within the prescribed time limit. Students will complete a Request to Exception to Policy (REP) form located <https://www.business.nova.edu/current-students/graduate.html> within the Student Forms area. The completed form along with supporting documentation will be submitted to the students assigned academic advisor in advance of the 20 days after the end of the semester. The appeal packet will be reviewed by the Office of Academic Advising Appeal Committee and the determination will be relayed to the student through their NSU email.

## **ACADEMIC MISCONDUCT**

In support of the Code of Student Conduct, any violations of the Code of Student Conduct and Academic responsibility and/or university policies and procedures may result in disciplinary action and/or criminal prosecution. Violations of academic and/or supplementary standards will be handled through the student's academic college. Students should refer to the full Code of Student Conduct and Academic Responsibility in the *NSU Student Handbook* found on the student affairs webpage ([https://www.nova.edu/studentaffairs/forms/studenthbk\\_july2018.pdf](https://www.nova.edu/studentaffairs/forms/studenthbk_july2018.pdf)).

Conduct standards, supplementary standards, and university policies and procedures are handled by the NSU's Office of the Vice President of Student Affairs or by the individual colleges and schools, as deemed appropriate.

Nova Southeastern University has established clear expectations regarding student conduct and academic responsibility. When these standards are violated, significant disciplinary action can be expected, including expulsion from the university. Students are expected to abide by all university, college, school, and program rules and regulations as well as all federal, state, and local laws. Students are also expected to comply with the legal and ethical standards of their chosen fields of study.

The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. Faculty members are committed to uphold the standards of academic integrity and do their utmost to prevent academic misconduct by being alert to its possibility. If academic misconduct is detected, the faculty member communicates with the student and imposes appropriate sanctions within the scope of the course. Faculty members are required to report violations of academic integrity to their department chair who must then report it to the Office of the Assistant Dean. If the department chair is the instructor for the course, then the chair must report it to the Office of the Assistant Dean.

The academic leadership may impose institutional sanctions in addition to any imposed by the instructor within the classroom (hereafter referred to as within-class sanctions). Deans, assistant deans, or department chairs, at their discretion, may immediately suspend students pending a hearing on charges of violations. Sanctions may include academic misconduct warning, academic misconduct suspension, or academic misconduct dismissal, including notation on the student's academic transcript. Students

found responsible for violations of academic integrity have the option of appealing the sanctions using the Academic Misconduct grievance procedure (page 24).

## ACADEMIC STANDARDS

Excerpt from the *NSU Student Handbook*

([https://www.nova.edu/studentaffairs/forms/studenthbkb\\_july2018.pdf](https://www.nova.edu/studentaffairs/forms/studenthbkb_july2018.pdf)) provided here for reference only. At any given point of time, there is only one handbook in effect as posted on the relevant website and it supersedes the details posted herewith.

The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The university can function properly only when its members adhere to clearly established goals and values. Accordingly, the academic standards are designed to ensure that the principles of academic honesty are upheld.

The following acts violate the academic honesty standards:

- **Cheating:** intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise
- **Fabrication:** intentional and unauthorized falsification or invention of any information or citation in an academic exercise
- **Facilitating Academic Dishonesty:** intentionally or knowingly helping or attempting to help another to violate any provision of this code
- **Plagiarism:** the adoption or reproduction of ideas, words, or statements of another person as one's own without proper acknowledgment

Students are expected to submit tests and assignments that they have completed without aid or assistance from other sources. Using sources to provide information without giving credit to the original source is dishonest. Students should avoid any impropriety or the appearance thereof in taking examinations or completing work in pursuance of their educational goals.

Students are expected to comply with the following academic standards:

- **Original Work:** Assignments such as course preparations, exams, texts, projects, term papers, practicum, or any work submitted for academic credit must be the original work of the student. Original work may include the thoughts and words of another author. Entire thoughts or words of another author should be identified using quotation marks. At all times, students are expected to comply with the university and/or program center's recognized form and style manual and accepted citation practice and policy.

Work is not original when it has been submitted previously by the author or by anyone else for academic credit. Work is not original when it has been copied or partially copied from any other source, including another student, unless such copying is acknowledged by the person submitting the work for the credit at the time the work is being submitted, or unless copying, sharing, or joint authorship is an express part of the assignment. Exams and tests are original work when no unauthorized aid is given, received, or used before or during the course of the examination, re-examination, and/or remediation.

- **Referencing the Works of another Author:** All academic work submitted for credit or as partial fulfillment of course requirements must adhere to each program center's specific accepted reference manuals and rules of documentation. Standards of scholarship require that the writer give proper acknowledgment when the thoughts and words of another author are used. Students must acquire a style manual approved by their center and become familiar with accepted scholarly and editorial practice in their program. Students' work must comport with the adopted citation manual for their particular center. At Nova Southeastern University, it is plagiarism to represent another person's work, words, or ideas as one's own without use of a center-recognized method of citation. Deviating from center standards (see above) is considered plagiarism at Nova Southeastern University.
- **Tendering of Information:** All academic work must be the original work of the student. Knowingly giving or allowing one's work to be copied, giving out exam questions or answers, or releasing or selling term papers is prohibited.
- **Prohibited Acts:** Students should avoid any impropriety, or the appearance thereof, in taking examinations or completing work in pursuance of their educational goals. Violations of academic responsibility include, but are not limited to the following:
  - Plagiarism
  - Any form of cheating
  - Conspiracy to commit academic dishonesty
  - Misrepresentation
  - Bribery in an attempt to gain an academic advantage
  - Forging or altering documents or credentials
  - Knowingly furnishing false information to the institution

Students in violation will be subjected to disciplinary action.

- **Additional Matters of Ethical Concern:** Where circumstances are such as to place students in positions of power over university personnel, inside or outside the institution, students should avoid any reasonable suspicion that they have used that power for personal benefit or in a capricious or arbitrary manner.

## **ACADEMIC MISCONDUCT REPORTING AND SANCTIONS**

Faculty members are responsible for assessing classroom conduct including academic misconduct. Faculty members are required to report any incident of misconduct to their department chair, who is then responsible for reporting it to the college's Office of the Assistant Dean. These reports are reviewed for institutional sanction, which is distinct from a class sanction administered by the faculty member.

Academic misconduct in the classroom is first dealt with by the instructor for within-class sanction(s). Once the infraction is reported to the faculty's chair and then to the Office of the Dean, further institutional sanctions may be imposed up to and including suspension and/or dismissal. Records of each reported incident are retained in the Office of the Dean. All incidents of misconduct retained on record will be disclosed to outside agencies and graduate/professional programs as required.

Each department and program within the college reserves the right to impose a more severe sanction, which may result in immediate suspension or dismissal from that major or program. When differing levels of conduct requirement apply to a situation, the highest standard of conduct will be applied.

## **ACADEMIC MISCONDUCT GRIEVANCE PROCEDURE**

Students charged with academic misconduct will be notified in writing of all impending sanctions including within-class as imposed by the instructor and any further sanctions imposed by the institution.

### **FOR WITHIN-CLASS ACADEMIC MISCONDUCT CHARGE AND/OR SANCTION GRIEVANCES):**

#### **STEP ONE: MEET WITH THE INSTRUCTOR**

Students must discuss their grievance with the instructor for the course as soon as feasible but no later than 20 days after the conclusion of the course or receipt of the sanctions notification letter (whichever is later). The student must contact the instructor via email to set up a meeting to discuss the grievance.

#### **STEP TWO: MEET WITH THE CHAIR**

Students who feel that their grievance was not satisfactorily resolved after meeting with the instructor may meet with the applicable chair of the department that offers the course (or Assistant Dean if the course instructor is also the applicable chair). If the student cannot meet the chair because they are the course faculty, he/she must send the following information to the chair/Assistant Dean using their NSU official email

account. This information must be received no later than 20 days after the conclusion of Step One above.

1. Student Name
2. Student ID number
3. Major/Program/Site Location
4. Day/Evening Phone Number
5. Course CRN
6. Email Address
7. Instructor Name
8. Problem: Provide an explanation of the problem and include any pertinent documentation as support.
9. Action Requested: Provide an explanation of the requested action.
10. Prior Action Taken or any other pertinent information

After receiving the communication from the student, the chair will communicate with the instructor and other parties involved. The instructor will provide a copy of all relevant documents to the chair, as needed. After reviewing the matter, the chair will make a decision and inform the student, the instructor, and the Office of the Dean. If the chair is the instructor for the course, the Assistant Dean will make a decision and inform the student, the instructor, and the Dean.

## **FOR INSTITUTION-IMPOSED ACADEMIC MISCONDUCT SANCTION GRIEVANCES: REQUEST A HEARING BY THE AIC**

A student may appeal any institutionally imposed academic misconduct-related sanctions as outlined below. This appeal will only address the sanction(s) and not whether academic misconduct took place, for this is only addressed in the within-class grievance process discussed earlier in this document. All appeals must be initiated within **20 days** of the sanction notification letter or the end of the semester following the occurrence, whichever is later.

The student may submit an appeal request in writing to the Office of the Dean for a hearing by the Academic Integrity Committee (AIC) with *any new information and/or documentation*. Students will receive a formal response either by mail to the address on record and/or to their NSU email account.

If the Office of the Dean approves the student's request of hearing by the AIC, it will be convened, comprised of an appointee from the Office of the Dean, a representative from the applicable department, and a faculty member from a different department in the college. The instructor of the course in question may not be part of the AIC.

Following review of the student's presentations and all the facts and finding pertinent to the matter, the AIC will make a recommendation to the Dean, who will then make a decision. This decision is final and binding and cannot be appealed further.

All academic misconduct grievances must begin at the first level contact. Grievances brought to higher level contacts without previously going through the appropriate grievance procedure will be referred to the appropriate step in the process, thus delaying problem resolution.

# Degree Programs

## MASTER'S PROGRAMS

The Huizenga College of Business awards six master's degrees:

Master of Accounting

With Concentrations in:

Public Accounting

Managerial Accounting

Tax

Master of Business Administration

With Majors in:

Business

Business Intelligence / Analytics

Complex Health Systems

Entrepreneurship

Finance

Human Resource Management

International Business

Management

Marketing

Process Improvement

Sport Revenue Generation

Supply Chain Management and Operational Systems

Master of Public Administration

Master of Science in Human Resource Management

Master of Science in Philanthropy and Non-Profit Management

Master of Science in Real Estate Development

Certificates in:

Business Intelligence/Analytics

Complex Health Systems

Entrepreneurship

Finance

Human Resource Management

Marketing

Process Improvement

Supply Chain Management and Operational Systems



# MASTER'S DIVISION

## COURSE FORMATS

The Huizenga College of Business offers master's degree programs and graduate certificates in person as well as online. Dates for classes can be found in the schedule of classes called Course Wizard <https://coursewizard.nova.edu/search>

### WEEKNIGHT / WEEKEND

Classes taught in person will be conducted in the evening or weekend hours. Evening classes are generally scheduled to meet for 4 hours for each of 8 evenings for a total of 32 hours or for 2 hours for 16 weeks in the Fall and Winter semesters. Courses for the Master of Accounting program generally meet for two and a half hours for 16 weeks totaling 40 hours. In the Summer semester for all programs, classes are 8 and 12 weeks. Please check the schedule of classes carefully to understand your class meeting choices. Classes scheduled on the weekend have a variety of scheduled offerings. Students pursuing weekend/weeknight courses may be required to be familiar with and use online learning technology to include access to Canvas. Canvas is the online learning platform used by all NSU programs.

### ONLINE

Many of the master's courses at the Huizenga College of Business are offered in an online format. The online format supports the university's mission of offering academic courses at times convenient to students and by employing innovative delivery systems. The courses have adopted all the rigors of ground-based courses, including identical learning outcomes, virtually the same syllabi and textbook requirements, identical distance library resources, and the same faculty pool.

All Huizenga College of Business students are required to adhere to the minimum computer requirements as stated in this publication. Meeting or exceeding these requirements allows students the opportunity to learn without the restrictions imposed by outdated technology. Mandatory chat sessions at defined and scheduled days and times are required in many degree programs and/or courses. Students are required to attend such sessions as defined by faculty.

## **ENROLLMENT STATUS**

### **DEGREE PROGRAMS**

Students pursuing all programs must be registered for a minimum of 9 credits per 16-week semester (12 weeks during the summer) in order to be considered full-time status. Students enrolled in 8 or fewer credits per semester will be considered part-time status. A minimum of 6 degree applicable credits must be pursued to be considered half time and thus eligible for financial aid.

### **F1 VISA STUDENTS**

Students must maintain full-time enrollment of 9 credits per semester. Only 3 of those 9 credits may be taken in an online format. International students are required to start in the first term of Fall or Winter. If a student's first semester is Fall or Winter the summer semester is not subject to the 9-credit requirement. Students should meet with the Office of International Students (OISS) pertaining to their I-20 status.

### **TIME LIMIT**

The time limit for all master's degree programs is eight years from first course taken. Students taking longer than eight years to complete the program of study, to include meeting graduation requirements, may be required to retake courses at the discretion of the assistant dean/department chair. Students may petition the Office of Academic Advising for an extension of the time limit, which is granted only in extenuating circumstances. Students who are classified as inactive must follow the process for readmission to the program before resuming their studies. Active-duty military personnel required to interrupt their studies to undertake overseas assignments will be exempt from this policy. They will be required to produce appropriate evidence supporting this waiver of policy.

# MASTER'S ADMISSIONS

## ADMISSION INFORMATION

### ADMISSIONS PROCEDURE

All students who wish to apply to the Huizenga College of Business at Nova Southeastern University must provide a variety of documents. Transcripts and all other documentation concerning admission should be sent to [electronictranscript@nova.edu](mailto:electronictranscript@nova.edu) or by mail at: Nova Southeastern University, Attn: Enrollment Processing Services, H. Wayne Huizenga College of Business and Entrepreneurship, 3301 College Avenue, PO Box 299000, Fort Lauderdale-Davie, Florida 33329-9905.

### COLLEGE TRANSCRIPTS

Official transcripts from each college and university attended must be submitted to NSU Office of Enrollment Processing Services. Transcripts are considered official when they are sent directly from a college or university to NSU or provided in a sealed envelope to a Huizenga College admissions official. All transcripts must be in the original language of the program and contain the official institution seal and/or authorized signature. If transcripts were issued under a previous name, applicants must attach a statement providing the previous name. Applicants who have earned a degree at an institution outside of the United States must submit an independent academic evaluation from a NACES member company. The evaluation must be a course-by-course evaluation and final GPA calculation.

### DEGREES FROM INDIA

Three-year degrees from India can only be evaluated by NACES member World Education Services (WES) [www.wes.org](http://www.wes.org).

### APPLICATION FOR ADMISSIONS

(Excluding MPA, MS/PNP & MS/RED)

- The completed master's admission application and a non-refundable \$50 application fee should be submitted prior to the term for which admission is desired. Applicants must complete the online application located at <https://apply.nova.edu>. You must create a login ID and PIN. The PIN must be 6 digits long. Record this information should you need to return to the application at a later date.
- When all information has been provided, you must click on the navigation button "Submit and Pay".

- As all required materials are received by Nova Southeastern University, you will receive email acknowledgements.
- Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate Grade Point Average (GPA) in the form of official undergraduate transcripts and an official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), if applicable. Admission to the programs is competitive and regrettably not all those who meet the standards detailed below will be offered admission.
- Applicants with an undergraduate degree whose GPA is 2.6 or greater (overall or in the last 60 hours, based on a 4.0 scale) from a regionally accredited institution will be considered for admission. The GMAT or GRE exam can be waived. Applicants whose undergraduate GPA is below 2.6 (on a 4.0 scale) must also submit a GMAT or GRE score to be considered for admission. At the discretion of the appropriate admission committee, additional information may be required from any applicant.

Information regarding the GMAT and GRE can be obtained from the Educational Testing Service. P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08541-6000 (GRE).

- Applicants to the MBA with concentration in Complex Health Systems must also participate in an interview prior to admission. The interview will be conducted by the department chair, program director, or designee.

## **GRADUATES OF FOREIGN INSTITUTIONS (All degree programs)**

### **Foreign Educated Applicants:**

- Applicants who completed their degree outside of the United States must have their foreign transcript evaluated by a NACES accredited organization. A list of these organizations can be found at [www.naces.org](http://www.naces.org).
- The independent academic evaluation must list the degree equivalency and include a GPA (grade point average) calculation as well as a course-by-course credit evaluation.
- The academic evaluation must be completed for all undergraduate work and be performed based on original and official documents.

### **English Competency (Non-native English speakers):**

- Test of English as a Foreign Language (TOEFL) is required of those applicants whose first language is other than English. Minimum paper score = 550; minimum Internet score = 79.
- TOEFL scores earned more than two year prior to the date of enrollment will not be accepted.
- A score of 6.0 on the International English Language Testing System (IELTS) examination is acceptable in lieu of the TOEFL.
- A score of 54 on the Pearson Test of English- (PTE) Academic is acceptable in lieu of the TOEFL.
- TALK International, School of Languages: Completion of level 9 test with a minimum score of 85%.
- A letter on official letterhead from the applicant's prior university stating that all bachelor's degree course material was taught and studied in English may suffice for the TOEFL requirement. This option is permitted only if the degree was earned two years or less prior to the date of enrollment.
- Duolingo Test of English: 105 or higher
- Completion of ENC 1101 and ENC 1102 with a grade of "C" or higher from a regionally accredited institution.
- Completion and passing of ELS level 112 Intensive Program English for Academic Purposes
- At the discretion of the Assistant Dean, the English language proficiency may be waived based on an interview and additional documents.

### **CONDITIONS FOR ADMISSIONS**

Students with acceptance based upon unofficial documentation at time of application may register for one semester only; however, students in this situation are not financial aid eligible.

Registration for future semesters is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will not be disbursed.

- **Conditional**

To be considered for conditional acceptance, students are required to submit their bachelor's degree transcript showing courses in progress, along with a letter on college letterhead stating that they are enrolled in their last term, are in good academic standing and the expected graduation date.

- **Provisional**

To be considered for provisional acceptance, students are required to submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average).

To be considered for provisional acceptance prior to degree conferral, the following documents must be submitted: an unofficial or official transcript showing all completed course work required to earn a bachelor's degree and a letter on college letterhead stating student has met all program requirements, is in good academic standing and the anticipated degree conferral date.

**Please note:** A template for conditional or provisional acceptance can be found on [www.business.nova.edu/masters/admissions.html](http://www.business.nova.edu/masters/admissions.html) under conditions of admission.

- **Full Acceptance**

To be considered for full acceptance, all admission requirements and documents must be submitted and reviewed.

**Note** - All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received prior to the start of registration for the subsequent term.

### **F1 Visa Applicants:**

International students must be fully accepted to begin their program of study and the I-20 process.

Applicants whose immigration status requires an NSU I-20 must contact the Office of International Students and Scholars for information and assistance with the issuance of the I-20.

International students on an F1 visa are not eligible for the following programs: Master of Science in Philanthropy and Non-Profit Management and Certificate Programs.

Acceptance to the Master of Accounting and Master of Business Administration in Complex Health Systems is contingent upon academic review and course modality and availability.

## **ADMISSION DECISION OF APPLICANT**

All applicants are notified in writing of the admission decision. An official decision letter is emailed to the applicant's email address on record. The Huizenga College of Business and Entrepreneurship reserves the right to request additional information from all applicants (e.g. resume, additional test scores, etc.).

Any student falsifying application records will be subject to immediate dismissal without refund.

## **CORPORATE SPONSORSHIPS**

Master's applicants who have not met the minimum admission requirements may seek admission through corporate sponsorship. Corporate sponsorship means the applicant is currently in a senior management position with significant responsibilities in a company, has adequate preparation to complete a graduate program, and is eligible for tuition reimbursement. An endorsement on company letterhead verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate Human Resource official, must accompany the application. Those seeking admission through Corporate Sponsorship must contact the Office of Admissions for further information.

# ADMISSION INFORMATION

## Master of Public Administration

## Master of Science in Philanthropy and Non-Profit Management

## Master of Science in Real Estate Development

### Application Requirements

Admission to the MPA, MS/PNP, and MS/RED degree programs are competitive. Applications are individually reviewed, and admission is offered to those applicants who meet both qualitative and quantitative criteria. All required documentation must be received before an admission decision can be offered.

### Admission Requirements:

- Completed online Master's Application for Admission (<https://apply.nova.edu>) and non-refundable \$50 application fee.
- A conferred bachelor's degree from a regionally accredited U.S. institution or an equivalent degree for international applicants. Official transcripts from all colleges and universities previously attended. The applicant's degree transcript must show degree conferral date in order to be evaluated for admission consideration. Applicants who are in their last term of their bachelor's degree may choose to submit unofficial college transcripts showing courses in progress in conjunction with a letter (on letterhead) from their school stating that they are enrolled in their last term and their expected graduation date. Electronic transcripts can be sent to [electronictranscript@nova.edu](mailto:electronictranscript@nova.edu) or by mail to:

Nova Southeastern University  
Enrollment Processing Services (EPS)  
Attn: H. Wayne Huizenga College of Business and Entrepreneurship  
3301 College Avenue  
PO Box 299000  
Fort Lauderdale-Davie, Florida 33329-9905



An overall undergraduate GPA of 3.1 or greater on a 4.0 scale as reflected on the official, final transcript from the college or university conferring the bachelor's degree is required.

Applicants with an overall undergraduate GPA, or GPA in the final 60 hours of their enrollment, of 2.60 or greater on a 4.00 scale may be considered for admission. For applicants who have earned a 2.25-2.59 cumulative undergraduate GPA or who have earned a GPA of 2.25-2.59 in the last 60 hours of their undergraduate program, applicants with an undergraduate degree from a non-regionally accredited institution and graduates of a foreign institution, admission may be granted at the discretion of the Program Director and based on the totality of the application package. For all applicants with below a 3.1 undergraduate GPA, the faculty admission committee reserves the right to require remedial coursework in appropriate subjects, limit course enrollment to appropriate levels, and suspend or dismiss such applicants based upon first term course grades. The admissions committee may also require the GMAT score or GRE score. The exam must have been completed in the past three years.

- A current professional resume, to include work history/experience. For applicants with less than a 3.1 undergraduate GPA, the applicant's work history should demonstrate substantial levels of responsibility comprising five or more years with satisfactory performance. This work history should be substantiated by two personal letters of recommendation from employment superiors that are sent directly to Enrollment Processing Services.
- An essay of 500-750 words that explains why the applicant wishes to pursue the degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing the degree program. The faculty admissions committee will evaluate the essay based on commitment to the field as well as the applicant's demonstrated professionalism and readiness for graduate study.
- Phone or in person interview with Department Chair and/or faculty is optional, but will strengthen your application
- A one-hour online diagnostic entrance test to be administered at no-cost by the Department. Details will be provided to students once they have submitted all other application materials.

## **NON-DEGREE SEEKING STUDENTS**

Students who wish to take up to six courses may apply as a non-degree seeking student. Non-degree seeking students must adhere to identical admission criteria as

degree-seeking students. International students on an F-1 visa may not use non-degree seeking student status.

Courses taken outside of the initial program of study may impact a student's academic standing and Satisfactory Academic Progress. Students should consult with their academic advisor and the Office of Financial Aid respectively regarding these impacts.

At the discretion of the Assistant Dean, students seeking a degree from another regionally accredited institution and requesting to register for courses at the Huizenga College of Business to transfer back to their primary institution may be granted admission with limited admissions documents. Further information may be obtained by contacting the Huizenga College of Business Advising Office.

## **SECOND MASTER'S DEGREE**

Students who have earned a master's degree with NSU and wish to pursue a second master's degree with HCBE must complete an online application for admission (<https://apply.nova.edu>) and non-refundable \$50 application fee. Prior to obtaining acceptance into the program, an evaluation will be completed to determine if any coursework from the new program can be waived due to the completion of equivalent coursework in the prior program. Students will be able to generate a Degree Works degree evaluation one week after their acceptance into their program to view the details of their curriculum. The audit will detail the outstanding courses needed to earn the second degree as well as reflect any waived courses which may have been satisfied from the prior program. For master's degrees, a minimum of 21 additional credits must be completed to receive a second degree, although more may be required. Grades earned in any coursework that is waived from the new program will not factor into the student's program or overall GPA in the new program.

Students are not permitted to pursue multiple HCBE master's degrees simultaneously.

Courses taken outside of one's degree program may be applied to a second degree provided the second degree is completed within eight years from the first course applied in the second degree.

## **DUAL DEGREE PROGRAMS**

The Huizenga College provides a unique environment for combining non-business and business education through a number of dual degree programs between the Huizenga College and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a dual degree candidate. Dual degrees are offered in the following areas: Dental/Business (DMD/M.B.A.), Law/Accounting

(J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/Real Estate Development (J.D./M.S.R.E.D.) and Pharmacy/Business (Pharm.D./M.B.A.).

Students must seek approval from their primary program of study to pursue classes with the Huizenga College of Business and Entrepreneurship. Students in the following programs must complete the minimum year requirements as set forth by the primary program of study prior to being considered a candidate for the program:

- College of Dental Medicine: One year
- Shepard Broad Law Center: One year
- College of Pharmacy: Two years

Students must also adhere to the academic standards of their primary program of study and provide documentation that they are permitted to register for classes with the Huizenga College of Business and Entrepreneurship each semester.

Conferral of the dual business degree is contingent upon satisfactory completion of the student's primary program of study. Students who do not meet the academic requirements for conferral of their primary program and who wish to complete the business degree will be required to adhere to all the Huizenga College criteria for program completion. Please contact the Office of Academic Advising for additional information.

Courses listed below are satisfied by course equivalents from the student's primary college. Students in a dual degree program must be registered for business college courses by a Huizenga College Academic Advisor.

Dental/Business (DDS/M.B.A.)  
None

Law/Business (J.D./M.B.A.)  
None

Law/Accounting (J.D./M.Acc.)\*  
ACT 5783

Law/RED (J.D./M.S./R.E.D.)\*  
REE 5881, others to be determined by Director of MS/RED Program.

Pharmacy/Business (Pharm.D./M.B.A.)  
None

\*Students wanting to do these dual degrees should contact the Office of Academic Advising for special instructions prior to first enrollment.

## **TRANSFER POLICY**

The Huizenga College of Business will consider the equivalent of up to two graduate level courses from another regionally accredited institution as transfer credits. The transfer course work must be at the Master's or Doctoral level, have an earned grade of B or higher, and may not total more than six semester credits. Transfer credit is not accepted in the following situations:

- a) Courses applied toward another degree earned,
- b) Courses used towards completion of a certificate program at NSU or other institution,
- c) Courses where content has been deemed unequal to those in the student's chosen degree program,
- d) Courses that are more than eight years old from when the student begins a Huizenga College master's program, or
- e) Courses taken at other institutions while student is on suspension or any other type of leave after first enrolling at the Huizenga College.

Applications requesting approval of transfer credit are made in writing at the time of application. Students must initiate the process of transferring their credits no later than the end of their first term of enrollment with their assigned academic advisor for course work in which credit has already been awarded. Students will need to submit a course description and/or course syllabus so that the course may be evaluated by the designated faculty chair. Transfer of credit will not be awarded for any coursework taken after a student has begun coursework with the Huizenga College of Business and Entrepreneurship with the exception of classes pursued via an approved Study Abroad program.

Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

## **PREREQUISITE COURSES**

Students required to complete prerequisite courses (undergraduate courses to demonstrate readiness for particular master's courses) may be fully admitted to and enter their program of study; however, they may not enroll in graduate courses before the corresponding prerequisite course is satisfied. For example, in the M.B.A./ Management degree, a student may enroll in an accounting prerequisite course while taking graduate courses in marketing since the accounting prerequisite course does not serve as a prerequisite.

Undergraduate courses taken outside the Huizenga College of Business with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure equivalency. Students must earn a grade of C or better in all courses detailed below and courses will only be considered if the bachelor's degree conferral was no more than 10 years from the time of Huizenga College review.

## PREREQUISITE COURSE SATISFACTION

Students have four options for satisfying a program prerequisite course:

1. Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship;
2. Take a required course through a regionally accredited institution with prior course approval in writing from the H. Wayne Huizenga College of Business and Entrepreneurship (students who have completed a course outside of the country may have to provide a NACES translation of the course description or syllabus if additional information is required. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be sent to the university and imaged into the student file for review. Students will not be permitted to register for classes until the transcripts have been received and imaged into the student account. Seat availability is not guaranteed. This policy will be strictly enforced;
3. Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.
4. Students in the Master of Accounting program who have an earned Bachelor's degree in Accounting with grades of C or higher, from a regionally accredited institution and is a licensed CPA, can have the 10 year time limit waived for all prerequisite courses with the exception of ACT 5731.

The following undergraduate level courses are required:

**Master of Accounting** – principles of accounting, intermediate accounting I and II, cost accounting, accounting information systems, basic financial statement auditing.

**Master of Business Administration** (includes all concentrations) – Business or corporate finance, statistics, and financial accounting.

Classes less than three credits may not qualify for financial aid funds. Students should consult with the Office of Student Financial Assistance regarding eligibility.

Students who are pursuing a primary program within another center at NSU must contact the Office of Student Financial Assistance to determine financial eligibility for courses.

## **CHANGE OF MAJOR**

Students who wish to change their major (degree program) within the Huizenga College of Business must do so by notifying their academic advisor. The student's record is re-evaluated for approval for the program in which they seek admission.

Students entering the Huizenga College prior to academic year 2020/2021 can opt into the 2020/2021 curriculum if they have completed 7 credits or less in their current program. Students who entered Huizenga College prior to academic year 2020/2021 and have completed 9 or more credits may elect to change their program of study or concentration however they will retain the catalog for which they entered the program up to the 2019/2020 catalog.

Students wishing to change programs to the MBA with a concentration in Complex Health Systems, MPA, MS/PNP, or MS/Real Estate program will need to satisfy additional requirements outlined in the admission's section of the catalog. Students seeking a change into these programs will need to work with their academic advisors. All graduate coursework taken at the Huizenga College of Business is calculated into a student's cumulative GPA prior to degree conferral. This may affect a student's academic standing when a change of major (degree program) is fulfilled. Students who elect to change their major must be aware that they may lose credit for courses taken and may need to take additional courses, and the length of their program may change. See table of contents for academic standards.

# MASTER'S ENROLLMENT

## OFFICE OF ACADEMIC ADVISING

### MISSION STATEMENT

The mission of the Office of Academic Advising is to partner with students to deliver accurate, timely, comprehensive guidance and support to achieve academic, personal and professional goals.

The HCBE Office of Academic Advising consists of a team of professional academic advisors who are available to assist students navigate their academic program while engaging in proactive, positive decision-making and problem solving. While most students are able to register online, it is recommended that students consult with their assigned academic advisor at the start of their program to develop an academic plan for program completion. Students needing assistance during their studies should contact their assigned academic advisor for further guidance.

To reach an academic advisor, contact the Office of Academic Advising at 800-672-7223, ext. 25067, or 800-554-6682, ext. 25067 (Bahamas, Canada, and Mexico only), 954-262-5067, or schedule an in- person or phone appointment through the online Advising Appointment Module link located on the Huizenga Portal <https://secure.business.nova.edu/hsportal/>

### DEGREE WORKS DEGREE EVALUATION

The Degree Works degree evaluation system allows students to compare their completed coursework against the degree requirements published in the college catalog. Degree works can be accessed through SharkLink located at <https://sharklink.nova.edu/cp/home/displaylogin>. Degree Works is not meant to replace your academic advisor or the catalog; it is a reference tool to help you track your progress towards degree completion. Degree Works degree evaluations are not official transcripts.

Students should consult their academic advisor for detailed program requirements and course options. For further information about Degree Works, please visit the Registrar's Web site <https://www.nova.edu/registrar/degreeworks.html.com>.

### REGISTRATION POLICY

Students are required to register themselves for courses via SharkLink located at <https://sharklink.nova.edu/cp/home/displaylogin> during the registration period. Students whom have been placed on academic probation will need to complete a Student

Transaction Form (STF) and submit the form to their Academic Advisor for processing. NSU employees whom are also students will complete an STF and submit it to the University Registrar's Office for processing. An online STF can be accessed at <https://www.nova.edu/webforms/ess/student-transaction-form/>. NSU employees who are on probation should complete the PDF copy of the STF to minimize delays in processing of their registration as an advisor will need to sign off on the form. The PDF version of the STF can be located at <https://www.business.nova.edu/current-students/graduate.html> under Student Forms.

In order to register for courses students will access SharkLink with their username and password. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

## **LATE REGISTRATION POLICY**

Students are encouraged to register early in the published registration period to reserve their space in class(es). The late registration period follows the normal registration period. During the late registration period, students who have not yet registered for the term may register through SharkLink and/or their academic advisor; however, a late fee will be assessed (see Table of Contents for Student Fees). Students making a change to their schedules (switching classes, adding or dropping a class) as well as new students in their first term initiating registration during the late registration period will be exempt from the late registration fee. The Huizenga College reserves the right to refuse any late registrations during the late registration period. Consult the academic calendar located at <http://www.business.nova.edu/current-students/academic-calendars.html> for specific information pertaining to the dates.

Students who are receiving federal financial aid are encouraged to register a minimum of two weeks prior to the start of each semester in order to allow enough time for their financial aid to be processed.

Students cannot attend class sections for which they are not registered and no auditing of courses is permitted. No credit for work will be granted in a course for which a student is not registered.

## **DROP/ADD AND WITHDRAWAL POLICY**

### **DROP AND ADD PERIODS**

The first week of each semester comprises the drop/add period. The drop/add is the designated time frame when course schedules may be edited without academic penalty. Students who add classes after classes have started are responsible for all course requirements. When adding classes during this time frame, the student should contact



the course faculty to understand what work has been missed and further expectations for the course.

Dropping and/or adding courses will affect the student's enrollment status, tuition and/or fee charges and balances, eligibility for financial aid to include grant aid, loans, and scholarships, satisfactory academic progress (SAP), and loan deferment. Students electing to drop and/or add courses during this time frame should consult with their academic advisor and the financial aid officer to assess potential positive and negative consequences.

Master's students wishing to add, drop or withdraw from classes may do so by utilizing one of the following options:

1. Access SharkLink <https://sharklink.nova.edu/cp/home/displaylogin> if adding or dropping classes prior to the end of the add/drop period. (Students wishing to drop all classes should use option 2 or 3).
2. Complete an online Drop/Withdrawal request form located in the My Classes module on the Huizenga Portal: <https://secure.business.nova.edu/hportal/> (This is the only option available to students who have a hold, are dropping or withdrawing from all courses within that semester, or are dropping or withdrawing from a workshop course).
3. Complete a Student Transaction Form and submit it to an Academic Advisor via your NSU email or by fax to 954-262-3964. An STF can be downloaded by going to <http://www.business.nova.edu/current-students/graduate.html>, expanding the Student Forms section and selecting on Student Transaction Form link. NSU employees who are also students will submit their STF to the University Registrar for processing. An online STF can be retrieved at <https://www.nova.edu/webforms/ess/student-transaction-form/>.

A drop or withdrawal request must be received during the term in which the student is registered for the course, otherwise the drop or withdrawal request will not be considered. Nonattendance/nonparticipation does not constitute a drop or refund request. If a student wishes to drop or withdraw from a course, he/she must follow one of the Drop and Withdrawal policy options. Neglecting to do so will result in a failing grade for the course and no refund.

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at:

<http://www.business.nova.edu/current-students/academic-calendars.html>.

## **STUDENT ENROLLMENT AGREEMENT (SEA)**

As part of the registration process students must accept the Student Enrollment Agreement (SEA). The SEA requires students to agree with NSU standards and policies regarding course registration and withdrawal, financial responsibility, a release of

liability, and more. Students registering for courses will be prompted to complete the form as part of the registration process on SharkLink (<https://sharklink.nova.edu/cp/home/displaylogin>).

Students must complete the SEA or course registration will not occur. For further information about the SEA, please visit the Registrar's Web site <https://www.nova.edu/registrar/services/sea.html>.

## **IMAGE USE STATEMENT**

As part of the Student Enrollment Agreement (SEA), which students must complete with their first registration each academic year, students are required to agree with the following Image Use Statement:

I permit and authorize Nova Southeastern University (NSU) and its employees, agents, representatives, contractors, and personnel, who are acting on behalf of NSU at any NSU-related event(s) or at any public area(s) on NSU's property, to take and/or obtain and use my photograph, name, alias, a video and/or audio recording, or other likeness of myself (hereinafter collectively referred to as "my likeness"). I grant NSU permission to take and use my likeness for purposes related to the educational mission of NSU—including instructional and/or educational purposes, as well as publicity, marketing, promotion, or other commercial ventures for NSU and its various programs—without compensation to me. I understand my likeness may be copied/reproduced and distributed in any media format. I further understand that my likeness may be subject to reasonable modification and/or editing. I acknowledge that NSU has the right to make one or more reproductions of my likeness in any media. I waive any right to inspect or approve the finished product or material in which NSU may eventually use my likeness. I acknowledge that NSU owns all rights to my likeness. I understand that, although NSU will endeavor to use my likeness in accordance with standards of good judgment, NSU cannot warrant or guarantee that any further dissemination of my likeness will be subject to NSU's supervision or control. Accordingly, I release NSU from any and all liability related to the dissemination, reproduction, distribution, and/or display of my likeness in any media format, and any alteration, distortion, or illusionary effect of my likeness, whether intentional or otherwise, in connection with said use. I also understand that I may not withdraw my permission for use of my likeness, which was granted.

## **REFUND POLICY**

Master's students are entitled to a full refund of all payments (excluding registration and application fee) if the registration is cancelled by the student prior to the end of the drop/add period. In addition, students will receive a full refund of tuition payments and registration fee paid (excluding application fee) if they do not meet minimum admission requirements; or for a cancelled course, seminar, or workshop.

Master's students who complete a drop request are entitled to a tuition refund based on the academic calendar. Withdrawing from a course after the 50% refund window will result in no refund. Students will receive a grade of W, which will not impact their grade point average (GPA). Please refer to the academic calendar to determine the last day to withdraw from a course. The day the student drops or withdraws determines the refund amount.

Students with questions about a drop or withdrawal should contact their academic advisor for assistance. Students should also consult the Office of Student Financial Aid on how dropping or withdrawing from your classes can affect not only current aid, but future aid as well. The academic calendar can be accessed by visiting <http://www.business.nova.edu/current-students/academic-calendars.html>

**Note:** Students who are suspended or dismissed from their program of study due to academic misconduct will not receive a refund of tuition and fees.

### **0-3 credit courses**

Please refer to the master's academic calendar for specific drop periods and corresponding refund percentages by term at:

<http://www.business.nova.edu/current-students/academic-calendars.html>

## **WITHDRAWAL FROM THE UNIVERSITY**

Students who plan to withdraw from all courses during a semester and leave the university must submit a request in writing to their Academic Advisor before withdrawing. Students who withdraw from the university must formally apply to be considered for readmission at a later date.

## **ATTENDANCE POLICY**

Students are expected to attend all scheduled class meetings. Students must clear any anticipated absence with their instructor (or the department chair if the instructor is unavailable) in advance. Excessive absences will affect a student's final course grade. Instructors are required to take attendance at each class session.

Nonattendance/nonparticipation does not constitute a drop or refund request. At the discretion of the professor and Program Office, students may be dropped from a course due to excessive absences and the aforementioned refund policies will be in effect.

## **CLASS CANCELLATIONS**

All classes offered are subject to cancellation.

## **CLASS BALANCING**

Students registered for classes may be moved into another section of the class to balance the instructor/student ratio of the courses. Students will be moved into the same format of the course, e.g. from one online section into another or from one ground section into another of the same subject offered at the same date and time.

## **STUDY ABROAD**

Students may consider pursuing a study abroad option for course credit. Students will work with the Office of International Affairs and the Office of Academic Advising to locate an approved institution and course(s) to fulfill this option. For coursework to transfer back to NSU, the course must be at the graduate level and related to a business discipline, equal to three course credits, and a grade of B or higher must be earned. Students are required to submit a detailed course syllabus as part of the review process and package. The department chair(s) overseeing the course(s) submitted for review retains final authority for approval or denial of course equivalency. Any courses completed abroad without such approval in writing will not be approved under any circumstance.

A maximum of 6 graduate credits may be completed under the study abroad option and a student must be in good academic standing before initiating the study abroad process via their advisor.

# MASTER'S STUDENT FEES and TUITION

NSU fees are annually approved by the Board of Trustees—in the spring—for the upcoming academic year. Rates are subject to change without notice. The below fees are assessed for all NSU students. Additional fees, such as acceptance, access, late registration, and lab fees, may be assessed by the student's college and/or program.

## STUDENT FEES

|  |                 |
|--|-----------------|
| Registration   | \$30            |
| Late Registration  | \$200           |
| Student Services (\$250.00 for 3 credits or less and \$500.00 for 4 credits or more per term - maximum \$1500.00 per year) | \$250/<br>\$500 |
| Late Tuition and Fee Payment   | \$100           |
| Degree Application   | \$100           |
| Certificate Fee  | \$30            |
| Official Transcript Fee  | \$10            |
| <b>Tuition</b>   |                 |
| All other courses unless noted above (per credit)  | \$967           |
| <b>Student Health Insurance Fee</b> (12-month coverage period)   |                 |
| coverage May 1, 2020–April 30, 2021  | \$2,146         |
| coverage May 1, 2020–July 31, 2021   | \$2,687         |

*Tuition and fees are subject to change without notice. Student fees are due and payable at the beginning of each semester.*

To avoid confusion on the matter of fees, students are encouraged to contact an academic advisor in the Office of Academic Advising. The late registration fee is charged anytime registration is initiated after the closing date of regular registration (excluding first time enrollments).

## UNIVERSITY STUDENT SERVICES FEE

NSU offers to all students—on campus, online, clinical or hybrid—the same quality education and many opportunities for student benefits depending on the student's choice of educational modality. Therefore, the University sets the overall student fees on an aggregate, student-centric basis for the entire student body. The overall costs exceed the amount collected from student fees charged to all students.

These student fees are blended together to create 1NSU with high-tech systems, student activities, and many other essential student services that make a complete, integrated university. This mission transcends the development and ultimate

determination of the amount of student fees for all students, irrespective of their choice of learning modality.

## **STUDENT HEALTH INSURANCE**

NSU requires all students to carry adequate health insurance coverage. Therefore, students will automatically be enrolled in the NSU Student Health Insurance Plan, and their student accounts will be charged when they register for classes. Students who already have health insurance must opt out of the NSU Student Health Insurance Plan each academic year by the given waiver deadline for their program. For detailed information, including waiver deadlines, access to the online waiver, NSU Student Health Insurance Plan features, costs, and more, students should visit the Bursar's website at <https://www.nova.edu/bursar/health-insurance/index.html>.

## **PAYMENT POLICY**

NSU requires tuition for all courses be paid in full within the first 30 days (from the first day of the term) by one of the approved payment options. Approved payment options include check (payable to Nova Southeastern University), money order, credit card, third-party direct billing plans, and authorized financial aid. Check and credit card payments can be made directly by the student via NSU eBill using their SharkLink ID and password at <https://sharklink.nova.edu/web/nsu/my-account>. Tuition discounts may not be used in conjunction with any other type of discount or when repeating a course.

Students who do not meet their financial obligations to the university will have an appropriate hold placed on their record. A late payment fee of \$100 will be charged if a student has a balance remaining after 30 days from the start of the term (note: start of term does not necessarily mean the first class meeting). Students may view their bill online via their NSU e-bill, accessible via their SharkLink account. Statements are not mailed out to students. All questions about student billing and accounts should be directed to the Bursar's Office at (954) 262-5200.

# **MASTER'S ACADEMIC REGULATIONS**

## **ACADEMIC STANDARDS**

### **GPA REQUIREMENT – ALL PROGRAMS (Except MACC)**

All HCBE graduate students (except those in the Master's of Accounting) must maintain a minimum cumulative grade point average (GPA) of 3.0 for the duration of their course of study in order to be considered in good academic standing. All course work taken at the Huizenga College of Business are calculated into a student's GPA prior to degree conferral. Students whose cumulative GPA falls below a 3.0 minimum will be placed on academic probation for one semester. Students who have previously earned a graduate degree or certificate with HCBE will have a manual calculation of their course work completed to exclude courses applied toward a previously awarded program. Students who fail to raise their cumulative GPA to a 3.0 during the probation term will be suspended from the Huizenga College of Business for the duration of two consecutive academic semesters. Academic standings are notated on a student's official transcript.

### **GPA REQUIREMENT – MACC PROGRAM ONLY**

All students enrolled in the MACC program must maintain a minimum cumulative grade point average (GPA) of 3.25, for the duration of their course of study in order to be considered in good academic standing. All course work taken at the Huizenga College of Business are calculated into a student's GPA prior to degree conferral. Students whose cumulative GPA falls below a 3.25 minimum will be placed on academic probation for one semester. Students who have previously earned a graduate degree or certificate with HCBE will have a manual calculation of their course work completed to exclude courses applied toward a previously awarded program. Students who do not raise their cumulative GPA to a 3.25 during the probation term will be suspended from the Huizenga College of Business for the duration of two consecutive academic semesters. Academic standings are notated on a student's official transcript.

## **ACADEMIC PROGRESS**

Huizenga College students are expected to make reasonable progress toward completing degree requirements. An enrollment history containing multiple dropped courses, and/or incomplete grades are indicators of unsatisfactory academic performance and progress. Upon examination of the record, the Dean may suspend or dismiss the student.

## **ACADEMIC STANDING AND PROBATION**

Students will be placed on academic probation if their overall GPA falls below the requirements as indicated above for their program of study. Students who have previously earned graduate degree or certificate with HCBE will have a manual calculation of their course work completed to exclude courses applied toward a previously awarded program. Students who have two consecutive semesters of below standard cumulative GPA requirements will be suspended from the program for a period of two academic semesters. Students are required to retake courses in which substandard grades are earned in order to regain good academic standing. Students approved for a continued probation due to extenuating circumstances must adhere to the Huizenga Student Success Plan created with their Academic Advisor to avoid suspension. Students are advised to take courses under probation standing only when ready to devote maximum effort to their studies.

## **PROCESS FOR REINSTATMENT FROM ACADEMIC SUSPENSION OR PROBATION DUE TO INACTIVE STATUS**

A suspended student who has served two consecutive academic semesters of suspension or a student placed on academic probation who has become inactive due to three semesters of inactivity may petition for reinstatement to the Huizenga College of Business. The student must appeal for reinstatement in writing to the Executive Director of Enrollment Services at least 60 days prior to the first day of the term in which they wish to enroll. Within the petition, the student should state the reasons why their academic potential has improved since suspension or their inactivity while on probation and what their strategy for success will be if reinstated.

Any students wishing to return after suspension or the inactivity period from probation will need to complete a new HCBE admissions application in addition to submitting a reinstatement request letter. Students should review the Academic Reinstatement Process located at <http://www.business.nova.edu/masters/admissions.html> for information pertaining to the process.

The reinstatement packet will be reviewed by the program faculty and the student will be notified in writing as to the decision pertaining to the reinstatement request.

Reinstatement to a program after academic suspension or the inactivity period from probation is not guaranteed.

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for academic reinstatement. Students should also consult the Office of Student Financial Assistance on their Satisfactory Academic



Progress (SAP) standing to determine if they will be eligible for financial assistance if reinstatement is granted.

## **CONTINUED PROBATION UPON REINSTATEMENT FROM ACADEMIC SUSPENSION**

Students reinstated from suspension are subject to all current program policies and degree requirements. Reinstated students will automatically be placed on continued probation upon reentry into their program. Reinstated students will be required to meet with their Academic Advisor prior to registering to develop an academic success plan and monitor their progress. Students must repeat courses in which substandard grades were earned in order to regain good academic standing. If the student is unable to achieve and maintain good academic standing in their program during any semester following reinstatement, the Huizenga College of Business reserves the right to permanently dismiss the student for substandard academic performance.

## **NOTIFICATION OF PROBATION, SUSPENSION, AND DISMISSAL**

Notification of probation, suspension, and dismissal is sent to the student's mailing address of record. Students are required to have read this catalog and be cognizant of the probation policies. Ignorance of the policy does not exempt the student from adherence. Students dismissed from any program within the Huizenga College of Business are not eligible for admission into any other programs within the Huizenga College of Business.

## **APPEAL PROCESS FOR SUSPENSION**

Appeals for academic suspension will only be considered in the event of exceptional circumstances. Students with evidence of exceptional circumstances wishing to appeal their suspension must provide an electronic appeal letter to their assigned academic advisor. The appeal letter should clearly explain the extenuating circumstances and include supporting documentation, if necessary. The appeal letter should also address how the student's academic potential will improve in subsequent semesters and outline strategies for future academic success. Appeals are reviewed and granted at the discretion of the Director of Academic Advising. Students seeking an appeal are not guaranteed eligibility to maintain enrollment in the current term, or for enrollment in the subsequent semester.

## **ACTIVE STATUS AND READMISSION**

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein.

Students are considered actively engaged in master's level study if they are enrolled in one or more courses at the Huizenga College in a given semester. Students who interrupt their studies for 3 consecutive semesters are considered inactive and will be withdrawn from their program.

Students seeking readmission will be required to meet the current Huizenga College Catalog standards for admission, matriculation, and graduation in effect at the time of readmission. The university reserves the right to not readmit students who were on academic probation at the time they interrupted matriculation, who were not in good financial standing, or who do not meet the current admission requirements as determined by the admissions committee. Students may seek readmission any time prior to the total time limit for the program. Readmission is not guaranteed.

## GRADING SYSTEM

The following grading system applies to courses taught starting in fall, 2018 (201920) and thereafter:

| Grade      |             | Quality Points |
|------------|-------------|----------------|
| <b>A</b>   | Excellent   | 4.0            |
| <b>A-</b>  |             | 3.75           |
| <b>B+</b>  |             | 3.5            |
| <b>B</b>   | Good        | 3.0            |
| <b>B-</b>  |             | 2.75           |
| <b>C+</b>  |             | 2.5            |
| <b>C</b>   | Poor        | 2.0            |
| <b>C-</b>  |             | 1.75           |
| <b>F</b>   | Failing     | 0.0            |
| <b>NPR</b> | No Progress | 0.0            |
| <b>PH</b>  | High Pass   | 0.0            |
| <b>P</b>   | Pass        | 0.0            |

## GRADE POINT AVERAGE AND QUALITY POINTS

A student's academic standing for a specific semester or term is indicated by grade point average (GPA). The GPA is calculated based on letter grades and attempted credits. Overall academic standing is indicated by the cumulative GPA (CGPA). GPA calculations include all coursework in the Huizenga College of Business, based on the following formulas and definitions.

- Quality points = A letter grade's numerical GPA value MULTIPLIED BY the number of credits assigned to the course
- GPA hours = Attempted credits, excluding withdrawals, successfully-completed pass/fail courses, and incompletes
- Current semester or term GPA = The total number of quality points for the semester or term DIVIDED BY the total GPA hours for the semester or term
- Cumulative GPA (CGPA) = Total quality points DIVIDED BY total GPA hours

**\*\*Note:** Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Professors qualified to make that judgment assign student grades. Appropriately, all assignments, projects, cases, exams and/or final course grades are matters for faculty and students only. This includes any work for which students earn a grade. Grade appeals follow the Grade Dispute Grievance Procedure in the Student Code of Conduct section of this catalog.

Students who register for a course and do not attend will receive the grade of F on their transcript. It is the student's responsibility to ensure he or she is officially dropped from a course. This is verified by viewing registrations in SharkLink.

The University Registrar records and maintains the official student progress records for the university. Official grades are posted at the end of each term.

## INCOMPLETE GRADE POLICY

A student who is unable to complete a course due to exceptional circumstances, such as medical emergency, may request an incomplete. The grade of Incomplete (I) will be granted only in cases of extreme hardship. In such cases, a student requiring an incomplete must submit a written appeal with full rationale to the course professor prior to the end of the course. The student does not have a right to an incomplete, which may be granted only when there is clear evidence of just cause. A student who is absent at or misses the final examination without prior approval is not eligible to receive an incomplete unless extenuating circumstances exist. In order to qualify for a grade of Incomplete (I), students must have completed over 50% of the graded work in the course and must have a passing grade in that work.

Should the student meet the incomplete policy criteria and the course professor agree, the professor would prepare an incomplete contract. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (two months). The incomplete contract must be submitted to the academic department offering the course no later than when final grades are due.

During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

Earning an Incomplete in a course may affect SAP and cause the loss of financial aid eligibility for the next academic year.

The academic department offering the course monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student's academic transcript.

The department chair reserves the right to disallow an incomplete grade contract if the student does not qualify based on the above criteria or believes the student is abusing the policy by repeatedly requesting an incomplete grade.

|          |                              |  |
|----------|------------------------------|--|
| <b>I</b> | Incomplete                   | See incomplete grade policy  |
| <b>F</b> | Incomplete becomes a Failure | Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed. |
| <b>W</b> | Withdrawal                   | See drop and refund policies.  |

## CHANGE OF GRADE POLICY

A change of grade is only entertained if a clear miscalculation has occurred. If a student believes an error has occurred with the grade calculation, the student should immediately contact the professor. A student has 20 days, from the end of the semester in which the course was taken to seek clarification from the professor. Grade changes will not be accepted after that time. The Department Chair retains the final authority to accept or deny grade changes. Please refer to student grievance procedure for any other course related issues.

## REPEATING A COURSE

A student who has earned the grade of A in a course may not repeat the same course for credit. If a student repeats a course one or two times, the higher grade of the attempts are calculated in the overall GPA. If a course is repeated three or more times (four or more attempts total), only the two lowest grades will be excluded from the GPA. All grades from attempts of the same course will remain on the transcript as a matter of

academic record. However, course credit will only calculate once towards degree completion. Failing grades earned by students convicted of academic misconduct are not excluded from the GPA calculation.

## **GRADE REPORTS**

Students may view their grades online through SharkLink, located <https://sharklink.nova.edu>, typically 7 – 10 days after the end of the term (Master's: for eight week classes October, December, March, May, and July; for sixteen week classes December, May, and August). Students may contact their academic advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

Students who submit tuition and fees to their employer should use SharkLink to access the course fees and grades. Students may print out this information from SharkLink and submit to their employer. If the employer requires additional information, students should contact the Office of the Registrar for assistance. However, if a student has a “hold” on their account then accessing grades will not be possible until the hold is cleared.

# AWARDS

The awards below are available to degree seeking, certificate, and non-degree seeking students except for the GBSTA on page 61. Students eligible for the Corporate Partner and Government Employee Awards must complete the online verification process each term via the Huizenga Portal or by directly accessing the verification form at <https://secure.business.nova.edu/corporate/verification/>. All other students wishing to obtain an award from the Huizenga College will need to submit their request with the Office of Academic Advising in writing from their NSU email account. Requests for all awards must be submitted, and the verification process completed, prior to the start of each academic semester. Students are not eligible to have awards applied for terms prior to completing the online verification process or submitting an official request to the Office of Academic Advising. If the student is unable to submit verification online, they should notify their academic advisor via their NSU student email account prior to the start of the term. Students are accountable for reviewing their financial record to ensure accuracy of tuition and fee assessments.

Students must remain in good academic standing and with no acts of academic dishonesty or misconduct on record in order to continue to meet eligibility to receive the award. Tuition Awards applied to Master's degree programs supersede all other awards.

The tuition awards will not apply to repeated courses, zero credit classes or any fees associated with the student account. In addition, major classes offered by another college within NSU may not receive the awards below. Students should consult with their academic advisor regarding awards for non-HCBE courses. NSU employees that receive 100% tuition waiver are not eligible to receive awards. The award amount will change each year based upon published tuition rates.

## NSU ALUMNI AWARD

The Huizenga College of Business encourages continuing education by offering an alumni award to qualified applicants. Undergraduate, graduate, or doctoral students who have completed their degree or certificate program at Nova Southeastern University and qualify for admissions into one of the Huizenga College's master's degrees, certificate or non-degree programs are eligible for the award. The award equals \$193.40 off per credit of published tuition rates. Persons seeking this award must send an official request via their NSU student email account to their academic advisor.

## GOVERNMENT EMPLOYEE AWARD

Students pursuing the Master of Public Administration program who are non-profit, government organization, city, county, federal, or other U.S. government employees

and have an undergraduate GPA of 3.2 or higher are eligible for a tuition award. The award is equal to \$483.50 per credit off the published tuition rate.

Students pursuing any HCBE master's degree, certificate, or non-degree programs who are non-profit, government organization, city, county, federal, or other U.S. government employees who do not meet the GPA threshold of 3.1 may be eligible for a 20% discount from the stated tuition rate. This is equal to a \$193.40 discount per credit hour.

Students seeking either of these awards will need to complete the online employee verification form referenced above.

### **CORPORATE PARTNER AWARD**

Students who are employed by an HCBE Corporate Partner are entitled to an award for all HCBE master's degrees, certificates, or non-degree programs. Persons seeking this award must fill out the online verification form prior the start of each term as previously referenced above. The award is based on individual corporate agreements. Please contact your academic advisor via your NSU student email account for additional information.

### **AWARD FOR ALUMNI OF HIGHER EDUCATION INSTITUTION PARTNERS**

Students who have graduated with a bachelor's degree from various partner colleges are entitled to an award towards Huizenga College of Business Master's Degree, Certificate or non-degree program. Persons seeking this award must make an official request to the Office of Academic Advising. The award is based on individual partner school agreements. Eligible students should contact their academic advisor via your NSU student email account for more specific award information.

### **MILITARY SERVICE AWARD**

Students who are on active duty, retired, honorably discharged, and/ or considered active reserves are eligible for this award. The award is equal to \$335 off per credit of published tuition rates. Students must submit verification to their academic advisor (e.g. the DD214). A comprehensive list of approved military service verification documents can be found at: <https://scra.dmdc.osd.mil/scra/#/home> or submitting the DD214. Students who are on active or reserve status must send their request to their academic advisor each semester via their NSU student email account in order to receive this award. Eligible students should contact their academic advisor via their NSU student email account for specific award information.

## **PROFESSIONAL ORGANIZATIONS**

Students who are members of designated professional organizations partnered with the Huizenga College of Business are eligible for a Professional Organization Award. Persons seeking this award must make an official request to the Office of Academic Advising. Students must provide a copy of their membership enrollment with the organization. Membership documentation must be provided each calendar year to verify enrollment with the organization. The award is based on individual organization agreements. Eligible students should contact their academic advisor via their NSU student email account for specific award information.

## **THE GRADUATE BUSINESS STUDENT TUITION AWARD (GBSTA)**

This will be awarded to first time enrolled students who demonstrate academic strength, leadership ability, and a vision to apply the degree from the Huizenga College of Business to their career goals. This award may range from \$5,802.00-\$7,155.00 of graduate tuition, dependent upon the program of study. The tuition award is based on a student's undergraduate or graduate performance. Student must have a cumulative GPA of a 3.5 or higher (on a 4.0) scale. Submission of the 500-word essay describing how a graduate business degree will be an asset to you both personally and professionally is required. If applicant has taken the GMAT or GRE, please provide a copy of the score report. Two (2) signed letters of recommendation (1) Professional and (1) Academic or Personal.

**Note:** The tuition award does not apply to fees or other student expenses. Tuition award amount is based on \$193.40 per credit hour off of the current published ground tuition rates. Documents must be received 30 days before the start of the term.

## **ENROLLMENT ADVISORY GROUP AWARD**

International students referred by the Enrollment Advisor Group are eligible for a \$750 tuition award per fall and winter semester of enrollment. Students receiving this award are not eligible for any other HCBE tuition award offered by the college.



# MASTER'S GRADUATION

## DEGREE CONFERRAL REQUIREMENTS

To be eligible for conferral of a master's degree or certificate, the student must fulfill the following requirements.

1. Gain admission as a degree-seeking candidate
2. Complete all curriculum and program requirements
3. Satisfy GPA requirements
  - a. MBA, MS/HRM, MS/PNP, MS/RED, MPA, and Certificate students must maintain a cumulative and program GPA of a 3.0 including all course work completed within the Huizenga College of Business and Entrepreneurship.
  - b. MACC students must maintain a cumulative and program GPA of a 3.25 including all course work completed within the Huizenga College of Business and Entrepreneurship.
4. Earn no more than two grades of a C or below in all coursework. This policy does not apply to the Master of Accounting or certificates.
5. Complete the online Degree Application located at <https://www.nova.edu/sbin/dapp/degreeapp.pl> and pay the diploma fee. Students should complete the form at the time of registration for their final term.
6. Fulfill all obligations to the library, the student's program, and the bursar's office.

## DEGREE CONFERRAL

NSU's Huizenga College awards six master's degrees: Master of Accounting, Master of Business Administration, Master of Science in Human Resource Management, Master of Science in Philanthropy and Non-Profit Management, Master of Public Administration, and Master of Science in Real Estate Development. The diploma indicates the student has earned a master's degree in one of the areas listed; it does not indicate the concentration or major field of study. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and concentration, if any.

A student's degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred on the last day of each month. Once all course grades for the degree are posted, applications for degree conferral take from 2-6 weeks to process. Applications for Master's degree conferral and final grades must be received by the 7<sup>th</sup> day of the month in order for the degree to

be conferred that same month. If the application or grades are posted after the 7<sup>th</sup> it may take until the end of the next month to be conferred. Diplomas take 6-8 weeks after conferral to be mailed and are sent to the student's mailing address on record.

***Please note:*** Students should contact their academic advisor prior to registering for their second to last semester in order to ensure they are on track to complete all necessary degree requirements. Students should also check SharkLink to ensure their mailing address and all other contact information is current.

## COMMENCEMENT

The Huizenga College holds an annual graduation ceremony in Broward County, Florida. Master's students who have been conferred by March 30th of the current year and are in good academic standing are automatically invited to attend. Master's students who are expected to complete all degree requirements during the second eight week term of the winter semester (March – May) or summer semester (May - August) of the current year, are in good academic standing, and who have submitted their degree application, are eligible to petition to attend the commencement ceremony via the Huizenga Commencement website -

<http://www.business.nova.edu/currentstudents/commencement/graduate.html#Commencement%20Information%20/%20Honor%20Societies>.

Petitions will be accepted and considered when students enroll in their final summer courses. Students who submit late petitions to attend the commencement ceremony may not have their names appear in the ceremony program.

## GRADUATION WITH HONORS

### Sigma Beta Delta

Membership in Sigma Beta Delta is the highest national recognition a business student can receive at a college or university with a Sigma Beta Delta chapter. To be eligible for membership, a master's level business student must complete a minimum of 27 credits by March of the commencement year and maintain a 3.8 or higher GPA in all graduate classes taken; and be invited to membership by the faculty officers. M.P.A. students are not eligible for membership.

The purposes of Sigma Beta Delta are to encourage and recognize scholarship and achievement among students of business, management, and administration, and to encourage and promote personal and professional improvement and a life distinguished by honorable service to humankind. The membership of the society is composed of those persons of high scholarship and good moral character who are enrolled in subject matter areas including business, management, and administration.

Each year students are notified by mail, typically in April, if they meet the criteria to join Sigma Beta Delta.

Those students who are invited to join may attend a special inductee ceremony. Students must be inducted within one year of degree conferral; otherwise they are no longer eligible per the bylaws of Sigma Beta Delta. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at [sigmabetadelta@huizenga.nova.edu](mailto:sigmabetadelta@huizenga.nova.edu).

### **Pi Alpha Alpha – M.P.A. Students Only**

Pi Alpha Alpha is the national honor society formed to recognize and promote excellence in the study and practice of public affairs and administration. The organization encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration.

Each year, upon the recommendation of the faculty, students are nominated for induction into Pi Alpha Alpha. Students are notified by e-mail if they are nominated to join Pi Alpha Alpha. To be considered for nomination, MPA students must complete 30 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students nominated to join Pi Alpha Alpha are invited to attend a special inductee ceremony typically held the week prior to commencement.

# Huizenga Master's Degree Programs

## MASTER OF ACCOUNTING

### Program Philosophy

The Master of Accounting program prepares students for accounting careers, enhances the knowledge of career professionals, and lays a prerequisite for more advanced accounting education through the use of flexible learning formats.

### PROGRAM LEARNING GOALS & OUTCOMES

1. **Accounting Knowledge:** Our students will apply accounting knowledge in the core sub-disciplines.  
*Learning Objective 1:* Our students will demonstrate competence in applying accounting knowledge attained in core accounting sub-disciplines.
2. **Critical Thinking:** Our students will be critical thinkers.  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex problems.
3. **Communication:** Our students will be adept communicators.  
*Learning Objective 1:* Our students will deliver compelling oral presentations  
*Learning Objective 2:* Our students will prepare a well-supported business document.
4. **Ethics:** Our students will be ethical in their professional decision making.  
*Learning Objective 1:* Our students will formulate ethical decisions in a professional context.

### Curriculum (30-51)

The Master of Accounting program is a 30-51 credit hour program, consisting of five core courses, four concentration courses, and two elective courses.

#### Required Courses for All Students (12-30 credits)

|          |                                  |
|----------|----------------------------------|
| ACT 5001 | Introductory Accounting (3) *    |
| ACT 5004 | Cost Accounting (3) *            |
| ACT 5006 | Intermediate Accounting I (3) *  |
| ACT 5007 | Intermediate Accounting II (3) * |
| ACT 5009 | Advanced Accounting (3) *        |
| ACT 5010 | Auditing (3) *                   |
| ACT 5713 | Accounting Theory (3)            |

- ACT 5725 Financial Statement Analysis (3)
- ACT 5730 Accounting Analytics (3)
- ACT 5731 Accounting Information and Control Systems (3) \*
- TXX 5760 Survey of Taxation: Individuals, Entities, and Property (3)

### **Concentration Courses (18 credits)**

#### **Public Accounting Concentration**

- ACT 5717 Forensic Accounting (3)
- ACT 5741 Accounting and Reporting Issues (3)
- ACT 5743 Advanced Issues in Auditing (3)
- ACT 5753 Fund Accounting (3)

Two electives, (6), from ACT and TXX prefix courses. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair. Suggested electives include ACT 5721, Accounting Professional Ethics (3), and ACT 5783 Modern Business Law for Accountants (3) for those not having taken business law before.

#### **Managerial Accounting Concentration**

- ACT 5733 Advanced Managerial Accounting I (3)
- ACT 5735 Controllershship (3)
- ACT 5736 Internal and Operational Auditing (3)
- ACT 5741 Accounting and Reporting Issues (3)

Two electives, (6), from ACT and TXX prefix courses. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair. A suggested elective is ACT 5721, Accounting Professional Ethics (3).

#### **Tax Concentration**

- TXX 5767 IRS Practice & Procedure (3)
- TXX 5769 Tax Research (3)
- TXX 5771 Federal Taxation of Partnerships (3)
- TXX 5775 Corporate Taxation (3)

Two electives, (6), from ACT and TXX prefix courses. A maximum of one course (3 credits) coming from HCBE graduate courses outside of accounting or taxation may be approved at the discretion of the accounting & taxation department chair.

#### **Relevant elective courses for all MACC Concentrations include, unless otherwise noted:**

- ACT 5717 Forensic Accounting (3)
- ACT 5721 Accounting Professional Ethics (3)
- ACT 5733 Advanced Managerial Accounting I (3)
- ACT 5735 Controllershship (3)
- ACT 5736 Internal and Operational Auditing (3)
- ACT 5742 Contemporary Accounting Issues in Business (3)

|          |   |
|----------|---|
| ACT 5744 | Regulatory Issues for Accountants (3)                         |
| ACT 5780 | Accounting Internship (3)                                     |
| ACT 5783 | Modern Business Law for Accountants                           |
| TXX 5767 | IRS Practices and Procedures (3)                              |
| TXX 5769 | Tax Planning & Research (3)                                   |
| TXX 5771 | Federal Taxation of Partnerships (3)                          |
| TXX 5775 | Corporate Taxation (3)  |
| FIN 5130 | Financial Management (3) ***                                  |
| MGT 5105 | Managing Org. Behavior in a Dynamic and Complex World (3) *** |
| MKT 5125 | Marketing Decisions for Managers (3) ***                      |

**Total Curriculum Requirements: 30-51 credits**

**Note:** If the equivalent of any required graduate course was taken at the undergraduate level, courses must be substituted for elective courses. Students intending to qualify for the CPA exam should work closely with the Accounting Department to ensure their program will satisfy Florida requirements.

\*\*\* Courses may be taken as electives with permission from the department chair

## PROFESSIONAL CERTIFICATIONS

Accounting certification is one key measure of expertise, professionalism, and quality. The MACC program prepares students to become Certified Public Accountants (CPA), Certified Management Accountants (CMA), and Enrolled Agents (EA).  
Certified Public Accountant (CPA) Educational Requirements (Florida)

Listed verbatim below are the Florida educational requirements that an applicant needs to qualify as a candidate for the certified public accountants (CPA) examination as stated on the Florida Department of Business & Professional Regulation website.

### REQUIREMENTS FOR LICENSURE

- PASS ALL FOUR PARTS OF CPA EXAMINATION: with at least a 75% within 18 month rolling period.
- ONE YEAR WORK EXPERIENCE: Must be under the supervision of a licensed CPA (This experience can be obtained prior to the application, while sitting for the exam or after all four parts of the exam has been passed. However, requirements to sit for the exam must be met before work experience commences.)
- TOTAL REQUIRED HOURS: 150 semester or 200 quarter hours
- TOTAL UPPER DIVISION ACCOUNTING HOURS: 30 semester or 45 quarter to include the following: Taxation, Auditing, Financial, Cost/Managerial and Accounting Info Systems.
- TOTAL UPPER DIVISION GENERAL BUSINESS HOURS: 36 semester hours or 54 quarter hours to include the following: six (6) semester hours or eight (8) quarter hours of business law. One course can be at a lower lever (freshman or sophomore), the other course must be upper division (junior level or higher). Business Law 1 and Legal Environment of Business are often considered duplicate.
- Other important information: These requirements include the requirement to sit for the CPA exam under the 120 semester or 160 quarter hour rule.

### WORK EXPERIENCE RULE

Individuals who sat for the CPA examination prior to 1984 must evidence one year of public, academia, or industry accounting experience or one year of employment by a unit of federal, state or local government in a position which required the use of accounting skills under the supervision of a licensed certified public accountant or approved chartered accountant.

In 2008 the Florida legislature expanded the work experience requirement to include all applicants for CPA licensure regardless of when the individual sat for the CPA

examination. In addition to experience obtain in the public accounting and government, the 2008 legislative change also allows experience obtained in industry and academia. Excess upper division accounting courses may be used to meet the general business requirement. However, elementary accounting classes are never acceptable for credit. Neither are courses for non-accounting majors and any MBA courses that are equivalent to elementary accounting.

Nova Southeastern University, H. Wayne Huizenga College of Business and Entrepreneurship, Master of Accounting Program meets the educational degree completion requirement for licensure in all 50 states as well as five additional jurisdictions. Graduates of a Master of Accounting Program offered through an accredited institution such as Nova Southeastern University are eligible to sit for the Certified Public Accountancy Examination in any U.S. State, its territories, the District of Columbia, and Puerto Rico. Students should note that requirements for professional licensure can vary drastically by state. Because these requirements can change frequently and often without notice, it is strongly encouraged and is the responsibility of the student to ensure the degree they earn will meet requirements for licensure in the state in which they seek to be licensed. The H. Wayne Huizenga College of Business and Entrepreneurship cannot confirm whether its Master of Accounting degree meets all of the licensure requirements in a student's state of residence. Students should refer to their state licensing body for further information. For licensing board contact information and approval status, please see below. <https://nasba.org/stateboards/>

Students are responsible for keeping current on state requirements. All inquiries concerning CPA requirements should be addressed to:

Florida Board of Accountancy  
240 NW 76th Drive, Suite A  
Gainesville, FL 32607  
Phone: (850) 487-1395  
Fax: (352) 333-2508

<http://www.myfloridalicense.com/DBPR/certified-public-accounting/licensure/>

## **CERTIFIED MANAGEMENT ACCOUNTANT (CMA) REQUIREMENTS**

Listed verbatim below are the requirements for the CMA.

1. The CMA is an international designation, and the ICMA establishes the requirements needed to sit for the CMA exam. Passing the CMA exam does not lead to licensure in a state as the CPA does. The educational requirements that ultimately must be fulfilled to earn the CMA designation are: Hold a bachelor's degree, in any area, from a regionally accredited college or university. Or



2. Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc. or
3. Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE).

The ICMA does not specify any number of accounting and/or business credits to sit for the CMA examination. Furthermore, the ICMA requires that the education requirements be fulfilled within seven years of completing the CMA examination. They are not required to be completed at the time the candidate sits for the CMA exam. At present, the state boards of accountancy and the ICMA do not require candidates to have relevant work experiences to sit for the CPA and CMA exams, respectively.

All inquiries regarding the CMA program should be addressed to:

Institute of Management Accountants  
10 Paragon Drive  
Montvale, New Jersey 07645-1718  
(800) 638-4427  
Website: [www.imanet.org/index.asp](http://www.imanet.org/index.asp)

## **ENROLLED AGENT (EA)**

An enrolled agent is a person who has earned the privilege of representing taxpayers before the Internal Revenue Service and is the highest credential awarded by the IRS. To receive this credential, individuals must either pass a three-part comprehensive IRS test covering individual and business tax returns or have experience as a former IRS employee. In order to maintain this elite status, enrolled agents must adhere to ethical standards and complete 72 hours of continuing education courses every three years.

More information can be found at this link from the IRS website:

<https://www.irs.gov/tax-professionals/enrolled-agents/enrolled-agent-information>

# MASTER OF BUSINESS ADMINISTRATION

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Our students will apply business knowledge in the core business disciplines.  
*Learning Objective 1:* Our students will demonstrate competence in applying business knowledge attained in core business disciplines.
2. **Critical Thinking:** Our students will be critical thinkers.  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex problems.
3. **Communication:** Our students will be adept communicators.  
*Learning Objective 1:* Our students will deliver compelling oral presentations.  
*Learning Objective 2:* Our students will prepare a well-supported business document.
4. **Teamwork:** Our students will be team players.  
*Learning Objective 1:* Our students will collaborate on projects.

## PROFESSIONAL / ONLINE / FULLTIME

### MBA CORE CURRICULUM (22-31 Credits)

|          |   |
|----------|---|
| ACT 5001 | Introductory Accounting (3) *                                     |
| FIN 5008 | Business Finance (3) *  |
| QNT 5000 | Foundations of Business Statistics (3) *                          |
| MGT 5001 | Developing Academic and Career Success (1) **                     |
| MGT 5105 | Managing Organizational Behavior in a Dynamic & Complex World (3) |
| MKT 5125 | Marketing Decisions for Managers (3)                              |
| FIN 5130 | Financial Management (3)  |
| ACT 5140 | Accounting for Decision Makers (3)                                |
| ISM 5150 | Information Strategy for Digital Transformation (3)               |
| QNT 5160 | Analytical Modeling for Decision Making (3)                       |
| MGT 5170 | Applying Strategy for Managers (3)                                |

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years. See Prerequisite Courses section on page 39.

\*\*Students must take MGT 5001 in their first term.

In addition to the core courses above for the MBA, students will choose a major of study from the listing below. These classes are offered in the weekend, evening, or online formats, but not necessarily in all three.

**BUSINESS (15 credits)**

XXX XXXX Open elective course in HCBE excluding CHS prefix (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**BUSINESS INTELLIGENCE / ANALYTICS (15 credits)**

QNT 5471 Digital Transformation and Analytics Strategy (3)  
QNT 5476 Data Management and Business Intelligence (3)  
QNT 5485 Data Mining and Predictive Analytics Fundamentals (3)

**Choose one from three**

PIM 5455 Project Management (3)  
SCM 5421 Supply Chain Information Systems (3)  
MKT 5255 Marketing Analytics (3)

and complete

XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**COMPLEX HEALTH SYSTEMS (18 credits)**

CHS 5000 Governance in Complex Health Systems (3)  
CHS 5100 Regulatory, Legal, and Ethical Environment in Complex Health Systems (3)  
CHS 5200 Financial Environment in Complex Health Systems (3)  
CHS 5300 Principles of Leadership for Collaboration, Change, and Team Science in Complex Health Systems (3)  
CHS 5400 Translational Research in Complex Health Systems (3)  
CHS 5500 Practicum in Complex Health Systems (3)

**ENTREPRENEURSHIP (18 Credits)**

ENT 5960 Entrepreneurship / Venture Creation (3)  
ENT 5990 International Trade for Entrepreneurs (3)  
ENT 5970 Entrepreneurship / Finance (*in place of FIN 5130*) (3)  
ENT 5940 Entrepreneurship Law (3)  
ENT 5985 Lean Entrepreneurship (3)

**Choose one**

- ENT 5966 Special Topics in Entrepreneurship/Venture Creation (3)
- ENT 5899 Entrepreneurship Internship (3)
- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**FINANCE (15 credits)**

**Choose four from five**

- FIN 5503 Real World Finance for Managers (3)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5550 Investments (3)
- FIN 5570 Advanced Corporate Finance (3)

**Choose one from the following:**

- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)
- FIN 5580 Finance Internship (3)

**HUMAN RESOURCE MANAGEMENT (18 credits)**

- HRM 5310 Managing Human Resources (3)
- HRM 5360 Human Resource Development (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Managing Total Rewards (3)
- HRM 5380 Employee Relations (3)

**Choose one**

- HRM 5355 Strategic Human Resource Management (3)
- MGT 5680 Management Internship (3) \*

\*MBA/HRM students taking this course will encounter some HRM 5355 coursework.

**INTERNATIONAL BUSINESS (15 credits)**

**Required**

- INB 5807 Foundations of Global Business (3)
- INB 5822 Globalization & Emerging Markets (3)
- INB 5827 Import/Export Principles & Practices (3)
- FIN 5515 International Finance (3)

**Choose one**

- INB 5846 International Field Seminar (3)
- MGT 5680 MBA Internship (3)
- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**MANAGEMENT (15 credits)**

- HRM 5310 Managing Human Resources (3)
- MGT 5380 Building and Leading Teams (3)
- MGT 5631 Leading People and Organizations (3)
- MGT 5686 Leading Creativity and Innovation (3)
- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**MARKETING (15 credits)****Required**

XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**Choose four**

MKT 5200 Customer Value (3)  
MKT 5205 Consumer Behavior (3)  
MKT 5225 Social Media Marketing (3)  
MKT 5235 Global Marketing (3)  
MKT 5245 Marketing Research and Analytics (3)  
MKT 5255 Marketing Analytics (3)  
MKT 5280 Marketing Internship (3)

**PROCESS IMPROVEMENT (15 credits)**

PIM 5450 Quality Management (3)  
PIM 5455 Project Management (3)  
PIM 5460 Process Improvement Methods (3)  
PIM 5465 Process Improvement Practicum (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**SPORT REVENUE GENERATION (15 credits)**

SPT 5910 Sport Sponsorship Design and Strategies (3)  
SPT 5920 Sport Ticketing, Concessions and Merchandise Management (3)  
SPT 5930 Sport Event and Fundraising Strategies and Techniques (3)  
SPT 5940 Sport Revenue Generation and Emerging Technologies (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**SUPPLY CHAIN MANAGEMENT AND OPERATIONAL SYSTEMS (15 credits)**

SCM 5410 Supply Chain Operations Management (3)  
SCM 5415 Managing International Transportation & Logistics (3)  
PIM 5455 Project Management (3)  
SCM 5421 Supply Chain Information Systems (3)  
XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**INTERNSHIP OPTION** – Students have the option to enroll in a three-credit Internship course as an open elective or as indicated above. Students interested in this option must speak to their Academic Advisor at least one term prior to registration.

# MASTER OF PUBLIC ADMINISTRATION

## Program Philosophy

You want to change lives for the better, help families, and strengthen communities. Some of the best opportunities to do that are found at the state and local levels, as opposed to massive federal agencies. With more than 90,000 units of government at the state and local level in the United States, professionals like you are in high demand.

Our M.P.A. will provide you with a foundation in advanced public administration skills, but with a more focused view on state and local administration. Our curriculum is designed to help you understand the social, economic, and political context in which public decisions are made. You'll receive instruction from faculty with public administration experience outside of the classroom, so that what you learn is practical and immediately useful.

In addition, you'll benefit from being part of a program that is accredited by NASPAA, which is widely considered the global standard in public service education. Upon completion of the program, you'll have obtained the skills necessary to lead public and community agencies and advance your professional career.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Public Sector Knowledge:** Our students will apply knowledge and skills in public policy and administration  
*Learning Objective 1:* Our students will demonstrate competence in applying public policy and administration theories, perspectives, and practices to enhance the policy process
2. **Analytical Decision-Making:** Our students will be analytical decision-makers  
*Learning Objective 1:* Students will apply financial, economic, statistical, and technological models to make evidence-based decisions on public sector projects
3. **Communication:** Our students will be effective communicators  
*Learning Objective 1:* Students will compose technically proficient and professional public sector documents appropriate for the intended audience  
*Learning Objective 2:* Students will arrange and deliver persuasive and productive oral presentations to convey information and findings on public sector projects
4. **Critical Thinking:** Our students will be critical thinkers  
*Learning Objective 1:* Students will apply critical thinking processes to evaluate complex social problems within the public sector
5. **Ethical Leadership:** Our students will be ethical leaders  
*Learning Objective 1:* Students will employ effective, ethical leadership skills and community welfare principles to public sector situations

**MPA CURRICULUM (36 Credits)**

|          |  |
|----------|--|
| PUB 5409 | Public Administration in Theory and Application (3)        |
| PUB 5429 | Public Sector Statistical Analysis (3)                     |
| PUB 5438 | Public and Non-Profit Strategic Management (3)             |
| PUB 5439 | Administrative Law and Ethics in the Public Sector (3)     |
| PUB 5449 | Public Policy Analysis (3)                                 |
| PUB 5459 | Managing Information & Technology in the Public Sector (3) |
| PUB 5469 | Public Finance (3)   |
| PUB 5926 | Public Budgeting (3)                                       |
| PUB 5932 | Sustainable Community Development (3)                      |
| REE 5867 | Geographic Information Systems (3)                         |
| REE 5878 | Real Estate Development Process: Part I (3)                |
| REE 5882 | Land Use Planning & Project Design (3)                     |

**CAPSTONE:**

Students must have completed 30 credit hours within the Public Administration Program prior to taking the capstone.

- PUB 5945 Master of Public Administration Integrative Seminar (3)
- PUB 5941 Internship (3)

Total Credits for Degree 39 Credits

# MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

## Program Philosophy

The overriding goal of the program is to prepare human resource management professionals and those in support services with the knowledge to enhance their organizations' effectiveness. Students learn the importance of treating human resources as significant elements in the attainment of organizational goals and objectives.

## PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Students have a knowledge of the functional areas of HR.  
*Learning Objective 1:* Students are able to pass a knowledge test on the functional areas of HR.
2. **Critical Thinking:** Students are critical thinkers.  
*Learning Objective 1:* Students use critical thinking skills to solve HR problems.
3. **Ethics:** Students will be ethical decision makers.  
*Learning Objective 1:* Students will apply ethical framework to HR decisions.
4. **Communication:** Students will be adept communicators.  
*Learning Objective 1:* Students will prepare well-written business documents.  
*Learning Objective 2:* Students will deliver compelling oral presentations.

## Curriculum (31 Credits)

MGT 5001 Developing Academic and Career Success (1) \*  
MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World (3) \*  
HRM 5310 Managing Human Resources (3) \*  
HRM 5320 Career Development (3)  
HRM 5341 Human Resources Analytics (3)  
HRM 5360 Human Resource Development (3)  
HRM 5365 Talent Management (3)  
HRM 5375 Managing Total Rewards (3)  
HRM 5380 Employee Relations: Principles, Problems, and Cases (3)  
HRM 5390 Advanced Organizational Development (3)  
**Select one of the following two courses:**  
HRM 5355 Strategic Human Resource Management (3)  
MGT 5680 Management Internship (3)

### Notes:

\* Students are encouraged to take MGT 5105, MGT 5001, and HRM 5310 in their first term.



# MASTER OF SCIENCE IN PHILANTHROPY AND NON-PROFIT MANAGEMENT

## Program Philosophy

The Philanthropy and Non-profit Management program is designed for in-service professionals who wish to enhance their management skills and aspire to advance to leadership positions in the non-profit sector.

The program offers graduate courses in leadership, non-profit management, program assessment, strategic planning, and other topics essential for effective management in the non-profit sector. By completing the master of science degree, students will enhance their analytical and critical thinking skills to improve their organizations and to achieve their professional goals.

## PROGRAM LEARNING GOALS & OUTCOMES

- 1. Philanthropy & Non-Profit Management Knowledge:** Our students will apply knowledge and skills in philanthropy and non-profit management.  
*Outcome 1:* Our students will demonstrate competence in applying cause-selling strategies and non-profit management best practices attained in core non-profit disciplines.
- 2. Communication:** Our students will be effective communicators.  
*Outcome 1:* Students will compose technically proficient and professional documents appropriate for the intended audience.  
*Outcome 2:* Students will arrange and deliver persuasive and productive oral presentations utilizing non-profit and fundraising best practices to convey information for funding and messaging.
- 3. Critical Thinking:** Our students will be critical thinkers.  
*Outcome 1:* Students will apply critical thinking processes to evaluate complex problems within the non-profit sector.
- 4. Collaboration:** Our students will be active collaborators.  
*Outcome 1:* Students will apply inclusion principles to create partnerships and collaborate on projects.

## Curriculum (30 Credits)

PNP 5901 Introduction to Non-Profit Management (3 credits)

PNP 5902 Grant Development in the Public & Non-Profit Sector (3 credits)

PNP 5903 Comparative and Cross-cultural Perspectives for Non-Profits (3 credits)

PNP 5904 Non-Profit Governance (3 credits)

PNP 5905 Financial Management and Sustainability for Nonprofit Organizations (3 credits)

PNP 5906 Major Gifts, Planned Giving, and Building Endowments (3 credits)

PNP 5419 Non-Profit Human Resource Management (3 credits)  
PNP 5927 Evaluation of Non-Profit Policies and Programs (3 credits)  
PUB 5438 Public and Non-Profit Strategic Management (3 credits)  
REE 5867 Geographic Information Systems (3 credits)  
ROM 5301 Digital Outreach for Religious Organizations (3) \*  
ROM 5302 Entrepreneurial Strategies for Religious Organization (3) \*  
ROM 5303 Digital Marketing for Religious Organizations (3) \*

\* Courses may be substituted in place of other courses in the program at the discretion of the program director and dependent upon course scheduling.

# MASTER OF SCIENCE IN REAL ESTATE DEVELOPMENT

## TERRY W. STILES SCHOOL OF REAL ESTATE DEVELOPMENT

The Terry W. Stiles School of Real Estate Development was formed to honor the memory and the legacy of Terry Stiles as a visionary real estate developer and Broward County business leader. He was instrumental in developing the curriculum, served as a member of the MS/RED Advisory Board, and regularly participated in program related events, classes, site tours, competitions, and guest lectures. He also provided ongoing guidance and financial support to the program. Students and faculty found him to be a ready resource by serving as a personal and professional mentor to numerous students. Many of these NSU graduates remark that he helped guide them far beyond graduation.

A permanent endowment fund has been created to be used for scholarships that will be awarded to top performing students in the Master of Science in Real Estate Development Program

### PROGRAM LEARNING GOALS & OUTCOMES

1. **Business Knowledge:** Our students will demonstrate knowledge and skills in real estate development.  
*Outcome 1:* Our students will demonstrate competence in applying real estate development concepts, knowledge, and practices
2. **Analytical Decision-Making:** Our students will be analytical decision maker  
*Outcome 1:* Students will evaluate financial and market data to implement technology and data-supported solutions to real estate projects
3. **Communication:** Our students will be effective communicators  
*Outcome 1:* Our students will compose technically proficient and effective real estate related business documents  
*Outcome 2:* Our students will prepare and deliver effective and persuasive oral presentations to convey information on real estate projects
4. **Critical Thinking:** Our students will be critical thinkers  
*Outcome 1:* Students will apply critical thinking processes to evaluate complex real estate development projects

### Real Estate Curriculum (36 Credits)

|          |   |
|----------|---|
| REE 5862 | Real Estate Market Analysis (3)         |
| REE 5864 | Real Estate Development Software (3)    |
| REE 5865 | Real Estate Construction Principles (3) |

REE 5867 Geographic Information Systems (3)  
REE 5878 Real Estate Development Process: Part 1 (3)  
REE 5879 Real Estate Development Process: Part II (3)  
REE 5880 Real Estate Finance (3)  
REE 5881 Real Estate Law and Ethics (3)  
REE 5882 Land Use Planning & Project Design (3)  
REE 5887 Real Estate Investments (3)  
REE 5895 Real Estate Financial Modeling (3)  
PUB 5932 Sustainable Community Development (3)

**At the sole discretion of MS/RED Director, one of the following courses may be substituted in place of one of the other MS/RED courses.**

REE 5866 Real Estate Special Topics (3)  
REE 5899 Real Estate Development Internship (3)

Total Curriculum Requirements: 36 credits

## CERTIFICATES

Students may elect to focus their non-degree seeking studies in a number of certificate areas. Certificates require that 15-18 credits be taken within a specific content area. A notation of a certificate area is indicated on a student's transcript and a certificate is awarded to the student. Students must adhere to identical admission criteria as degree-seeking students.

Certificate courses may not be taken while completing graduate degree courses. Students may apply appropriate certificate courses toward the completion of a master's degree if financial aid was not used to help pay tuition and other fees; and if the certificate courses are transferred before completion of the certificate. Students cannot transfer certificate courses toward a Master's Degree after the awarding of the certificate.

Grades earned in certificate courses calculate into a student's Graduate GPA unless the student has his or her certificate conferred prior to taking the courses. In addition, certificate courses that calculate into the students' GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Students pursuing a degree are not eligible to get a certificate if those courses are part of their degree. An exception to this is if a student is pursuing an open elective course as part of one major and completes a course that is included in a different major. Students wishing to pursue multiple certificates that have shared courses will be waived one course (3 credits) in the additional certificate area. The result is a minimum of 12 new credits must be earned in the additional certificate. The department chair overseeing the certificate will select the course substitutions.

Students must complete the certificate program in a maximum of three years. Some certificate programs require foundation and/or prerequisite requirements and course descriptions should be reviewed. Below are the certificates currently available. Most certificates are available online or on ground. Students should consult with their academic advisor prior to pursuing a certificate.

### **BUSINESS INTELLIGENCE / ANALYTICS (15-18 credits)**

MKT 5125 Marketing Decisions for Managers (3) \*  
QNT 5471 Digital Transformation and Analytics Strategy (3)  
QNT 5476 Data Management and Business Intelligence (3)  
QNT 5485 Data Mining and Predictive Analytics Fundamentals (3)

#### **Choose one from three**

PIM 5455 Project Management (3)  
SCM 5421 Supply Chain Information Systems (3)  
MKT 5255 Marketing Analytics (3)

and complete

XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**COMPLEX HEALTH SYSTEMS (18 credits)**

- CHS 5000 Governance in Complex Health Systems (3)
- CHS 5100 Regulatory, Legal, and Ethical Environment in Complex Health Systems (3)
- CHS 5200 Financial Environment in Complex Health Systems (3)
- CHS 5300 Principles of Leadership for Collaboration, Change, and Team Science in Complex Health Systems (3)
- CHS 5400 Translational Research in Complex Health Systems (3)
- CHS 5500 Practicum in Complex Health Systems (3)

**ENTREPRENEURSHIP (15 - 18 credits)**

- ENT 5940 Entrepreneurship Law (3)
- ENT 5960 Entrepreneurship / Venture Creation (3)
- FIN 5970 Entrepreneurship / Finance (3)
- ENT 5985 Lean Entrepreneurship (3)
- ENT 5990 International Trade for Entrepreneurs (3)
- FIN 5008 Business Finance (3) \*\*

\*\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

**FINANCE (15 - 21 credits)**

- FIN 5008 Business Finance (3) \*
- FIN 5130 Financial Management (3) \*

***Choose five from the following:***

- FIN 5503 Real World Finance for Managers (3)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5550 Investments (3)
- FIN 5570 Advanced Financial Policy (3)
- FIN 5580 Finance Internship (3)

\* Course may be waived at the discretion of the department chair if appropriate coursework has been completed prior to pursuing the certificate.

**HUMAN RESOURCE MANAGEMENT (15 credits)**

- HRM 5310 Managing Human Resources (3)
- HRM 5360 Human Resource Development (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Managing Total Rewards (3)
- HRM 5380 Employee Relations (3)

**MARKETING (15 credits)**

MKT 5125 Marketing Decisions for Managers (3) \*

***Choose five from the following:***

- MKT 5200 Customer Value (3)
- MKT 5205 Consumer Behavior (3)
- MKT 5225 Social Media Marketing (3)
- MKT 5235 Global Marketing (3)
- MKT 5245 Marketing Research and Analytics (3)
- MKT 5255 Marketing Analytics (3)
- MKT 5280 Marketing Internship (3)

**PROCESS IMPROVEMENT (15 credits)**

- PIM 5450 Quality Management (3)
- PIM 5455 Project Management (3)
- PIM 5460 Process Improvement Methods (3)
- PIM 5465 Process Improvement Practicum (3)
- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

**SUPPLY CHAIN MANAGEMENT AND OPERATIONAL SYSTEMS (15 credits)**

- SCM 5410 Supply Chain Operations Management (3)
- SCM 5415 Managing International Transportation & Logistics (3)
- PIM 5455 Project Management (3)
- SCM 5421 Supply Chain Information Systems (3)
- XXX XXXX Open elective course in HCBE excluding CHS prefix (3)

# MASTER'S COURSE DESCRIPTIONS

*Course Descriptions and Prerequisite Requirements Subject to Change*

## **ACT 5001 Introductory Accounting**

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

## **ACT 5004 Cost Accounting**

This course covers the role of cost accounting as a tool for managerial decision-making. Specific topics include cost behavior, cost volume- profit analysis, budgeting, variance analysis, the role of cost information in various decision scenarios, job order costing, process costing, and cost allocation. Prerequisites: ACT 5001 or equivalent.

## **ACT 5006 Intermediate Accounting 1**

This course is a continuation and expansion of Introductory Accounting. The concepts underlying financial accounting are examined, including those relevant to standard setting, the basic financial statements, and assets. Prerequisites: ACT 5001 or equivalent.

## **ACT 5007 Intermediate Accounting 2**

This course is a continuation of ACT 5006. The concepts and application of underlying financial accounting are examined, including those relevant to liabilities, leases, inter- and intra-period income taxes, owners' equity, EPS and share-based compensation, investments, accounting corrections, and pensions and other postretirement benefits. Prerequisite: ACT 5006 or equivalent.

## **ACT 5009 Advanced Accounting**

Emphasis will be placed on the development of accounting skills through problem conceptualization, problem -solving, and presentation. The key to mastering the course is to understand the makeup, content, and presentation of consolidated financial statements. Prerequisite: ACT 5007 or equivalent.

## **ACT 5010 Auditing**

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting. Prerequisite: ACT 5004, ACT 5007 or equivalent. Co-requisite: ACT 5731 or equivalent.



### **ACT 5140 Accounting For Decision Makers**

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, managing risk, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. Prerequisites: ACT 5001 or equivalent and MGT 5001 or equivalent as a prerequisite or co-requisite.

### **ACT 5713 Accounting Theory**

This course evaluates the generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined. Prerequisite: ACT 5009 or equivalent.

### **ACT 5717 Forensic Accounting**

Topics covered in this course include fraud investigation techniques, the role of an expert witness in administrative and legal proceedings, and the other professional responsibilities of the forensic CPA. Prerequisite: ACT 5010 or equivalent.

### **ACT 5721 Accounting Professional Ethics**

This course reviews relevant research on the available dilemmas, choices, and accepted solutions found in accounting practice. It begins with the psychological, social, and other theories used to predict human behavior and applies them to the AICPA Code of Professional Conduct and other codes of accounting practice. Prerequisite: ACT 5010 or equivalent.

### **ACT 5725 Financial Statement Analysis**

This course develops a set of core skills essential to financial statement analysis as an integral part of the strategic analysis of firms. It covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling and firm valuation using discounted cash flow and residual income models, with an emphasis on practical applications. Prerequisite: ACT 5007 or equivalent.

### **ACT 5730 Accounting Analytics**

This course focuses on use of data analytic tools to enhance the work of accounting professionals. Students will retrieve data from public databases, use data analytic tools to analyze the financial data, and evaluate the important implications of financial and nonfinancial information gathered from different sources to arrive at effectual judgment and decision-making on earnings management and fraud risk assessment. Students will also develop proficiency in addressing issues on the quality and reliability of sources of financial and nonfinancial data obtained from management and external sources. Students will work on projects aimed at enhancing their competency in critical thinking,

problem -solving, written and oral communication, and data analytic skills. Prerequisite: ACT 5010 and ACT 5731 or equivalent courses.

### **ACT 5731 Accounting Information and Control Systems**

Focuses on the design, implementation, and evolution of accounting information systems with emphasis on the internal control implications of EDP systems. Prerequisite: ACT 5007 or equivalent.

### **ACT 5733 Advanced Managerial Accounting I**

This course covers an advanced-level discussion of managerial accounting. Specific topics include the role of cost information in pricing, ethics and management accounting, capital budgeting, strategy and the Balanced Scorecard, transfer pricing, performance measurement, activity -based costing/ activity-based management, inventory costing (including variable and absorption costing), and inventory management. Prerequisite: ACT 5004, ACT 5006 or equivalent.

### **ACT 5735 Controllership**

The course is designed to provide an overview of the various roles controllers play in modern organizations. Since the controller's role is diverse, the topics we cover will also be diverse. That is, we will cover material from a variety of disciplines such as financial accounting, managerial accounting, auditing, corporate finance, and strategy. Prerequisite: ACT 5004, ACT 5007, ACT 5010 or equivalent.

### **ACT 5736 Internal and Operational Auditing**

This course investigates the duties and responsibilities of the internal auditor and emphasizes those of operational auditing. Prerequisite: ACT 5010 or equivalent.

### **ACT 5741 Accounting and Reporting Issues**

This course will examine contemporary issues and developments in accounting and reporting. Issues affecting the future of accounting, identified in the professional literature, will be reviewed. The application of recently issued and updated pronouncements will also be examined. Prerequisite: ACT 5009 or equivalent.

### **ACT 5742 Contemporary Accounting Issues in Business**

This course provides helpful business tools useful for analyzing and interpreting financial and nonfinancial information. The tools examined will include those from accounting, economics, finance and other closely related disciplines useful for problem solving in a team environment. Prerequisite: ACT 5007 or equivalent.

### **ACT 5743 Advanced Issues in Auditing**

This course is an extension of basic auditing. Audit sampling, business risk, other attestation engagements and the Single Audit Act requirements will be examined. Prerequisite: ACT 5010 or equivalent.

### **ACT 5744 Regulatory Issues for Accountants**

This course is an advanced study of the federal regulation of corporations and related state law issues, including Blue Sky laws. As such, the course builds upon the concepts covered in Business Law I, Business Law II, Individual Taxation, and Corporate and Partnership Taxation. Practical application of the law and regulations to common situations encountered by accountants is emphasized. Topics include Securities and Exchange Commission (SEC) and Internal Revenue Service (IRS) regulation of accountants practicing before those agencies, liability under Federal securities law and regulations, Sarbanes-Oxley, Dodd-Frank, and the JOBS Act, and Federal securities law and tax law issues of corporate reorganizations. Prerequisite: ACT 5006, ACT 5783, TXX 5760.

### **ACT 5753 Fund Accounting**

An in-depth exposition of the current standards and specialized accounting practices of state and local governments. Prerequisite: ACT 5004, ACT 5007 or equivalent.

### **ACT 5756 International Accounting**

This course reviews International Financial Reporting Standards (IFRS) and analyze the impacts of differences between US GAAP and IFRS on financial statements. The goal of the course is to enhance student understanding of the links between IFRS and US GAAP. Prerequisite: ACT 5009 or equivalent.

### **ACT 5772 Special Topics in Accounting**

An intensive study of a exploration of current issues in systems, auditing, managerial, or financial accounting, allowing the student to broaden technical/theoretical understanding of current interests and developments in the field. Permission of Accounting Department Chair.

### **ACT 5780 Accounting Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved accounting internship for academic credit is available to Master of Accounting students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Accounting program excluding ACT 5001, ACT 5004, ACT 5006, ACT 5007, ACT 5009, ACT 5010 and ACT 5731 or equivalents.

### **ACT 5783 Modern Business Law for Accountants**

The course addresses legal issues likely to be encountered by accountants. Topics include torts, contracts, the Uniform Commercial Code (sales, negotiable instruments, secured transactions), business entities and Federal regulation of businesses, and agency.

### **ACT 5800 Accounting Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to Master of Accounting students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, ACT 5004, ACT 5006, ACT 5007, ACT 5009, ACT 5010 and ACT 5731 or equivalents.

### **CHS 5000 Governance in Complex Health Systems**

This course will focus on the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce the stakeholders and discuss how they are impacted and influenced with regard to each other, through various governance systems. Several types of governance will be introduced and distinguished including fiduciary duties, self-governing bodies and corporate governance.

### **CHS 5100 Regulatory, Legal, and Ethic Environments in Complex Health Systems**

Students will gain a working knowledge and understanding of the federal, state, and local regulatory requirements and limitations impacting traditional healthcare, developmental healthcare for research, graduate education and other entities and programs. Criminal and civil penalties for non-compliance will also be studied. The course explores distinctions between regulatory barriers of entry and ongoing compliance review. In addition the content will review the criminal statutes and limitations on stakeholder behavior in the delivery of healthcare services. Prerequisite: CHS 5000

### **CHS 5200 Financial Environment in Complex Health Systems**

Students will gain a working knowledge of and understanding of the flow of funds among the continuum of main stakeholders in complex health systems. The course addresses sustainable sources of reimbursement available to develop and maintain a variety of business models, settings, and organizational structures. This will include governmental sources of payment and the transactions between those directly involved in providing and receiving services. The course emphasized the funding distinctions of translational medicine, direct medical care, resource streams for research and development, and other long-term programs.

### **CHS 5300 Principles of Leading Changes, Collaboration and Team Science in Complex Health Systems**

Students will gain a thorough understanding of leadership models and practices to foster collaboration, change, and team science in complex health systems. Students will develop this knowledge and apply practical skills in leading others in complex healthcare systems. Through a variety of teaching methods, experiential experiences, students will learn to diagnose their health business environment, identify and analyze problems, and develop collaborative, innovative, and socially-responsible solutions to

build and support their teams and healthcare organizations to thrive. Prerequisites: MGT 5105.

### **CHS 5400 Translational Research in Complex Health Systems**

Students will gain a thorough understanding of the role of managing multiple models and approaches to support and grow the research performed in the complex healthcare environment. Students will understand the role of R&D and be able to develop a business plan, manage the decision making process, understand the product life cycle within healthcare businesses, and use analytics and technology across the health spectrum from basic research to application-driven research conducted in hospitals, clinics, start-ups, centers of research, pharma and biotech. Students will develop this knowledge and apply these analytical, decision making, and leadership skills. Through a variety of teaching methods and experiential experiences, students will learn about managing research in the healthcare business environment.

### **CHS 5500 Practicum in Complex Health Systems**

This course is the culminating highlight of the Complex Health Systems program. The practicum engages students on a project of significant importance that is a current problem or initiative for a health care organization or healthcare business (often your sponsoring organization). The practicum complements the classroom instruction and is defined as learning by construction - a total immersion experience in which students are challenged to use all of the tools and concepts learned to date to tackle a current healthcare business problem for an organization with faculty oversight, the student will demonstrate rigorous application of business concepts and disciplines. The practicum completes the Complex Healthcare Systems program and prepares students to embark on the next phase of their career. Prerequisites: CHS 5000, CHS 5100, CHS 5200, CHS 5300.

### **ENT 5899 Entrepreneurship Internship**

The Huizenga College of Business and Entrepreneurship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one semester. Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: Good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000.

### **ENT 5900 Entrepreneurship Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum work requirement is 200 hours during one semester (16 weeks). Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. ACADEMIC REQUIREMENTS: good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **ENT 5940 Entrepreneurship Law**

Legal aspects of Entrepreneurship including contract law, intellectual property law, arbitration, mediation, court proceedings, internet law, buy/sell agreements, and partnership agreements with case studies, and a legal feasibility project. Additionally, this course will examine ethical ramifications of Entrepreneurship within the Value Driven Management model.

### **ENT 5960 Entrepreneurship/Venture Creation**

Introduction to Entrepreneurship with an emphasis on the employment process, managing growth, and the legal environment using the case-study method, guest speakers and feasibility plan software.

### **ENT 5966 Special Topics in Entrepreneurship**

An in-depth treatment of a current area of special concern or interest within the field of entrepreneurship/venture creation.

### **ENT 5970 Entrepreneurship/Finance**

Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FIN 5008 and ENT 5960.

### **ENT 5985 Lean Entrepreneurship**

This course covers the application of Lean management concepts, tools and techniques by entrepreneurs. Elements of a Lean process improvement program are used as a framework for learning the operational and management knowledge and skills required for improving and sustaining the performance of a small or mid-size business. These elements include methods for process management and people management as well as the role of leadership and organizational culture. Students learn and apply Lean management methods to visualize, assess, improve, standardize and continue the improvement of business processes (VAISC method). The material is covered using experiential learning methods such as case studies and hands-on exercises. Exposure to the real life business environment is provided through guest speakers and/or on-site learning experiences. Students apply their learning in a real world setting by conducting a Lean process improvement project within a local organization.

### **ENT 5990 International Trade for Entrepreneurs**

This course provides students with key concepts and skills to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today's competitive global environment, marketing, finance, and policy. The course examines legal, logistical, organizational and cultural issues.

### **FIN 5008 Business Finance**

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

### **FIN 5130 Financial Management**

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisites: FIN 5008 or FINP 5008 or equivalent with a grade of C or better. Prerequisite courses can be no older than 10 years.

### **FIN 5503 Real World Finance for Managers**

Students will follow the current events and apply the financial concepts to determine the cause behind the movement in security prices as news unfolds. They will perform fundamental analysis and understand how government actions and policies affect cash flow expectations and valuation of projects and securities. The course will introduce the students to various forms of currency exposures and ways to hedge such exposures. Students will be introduced to cutting edge financial products and ever evolving tools used to speculate and/or manage different types of risks. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better. The online sections of this course does include weekly mandatory online live chat sessions in real time scheduled on Wednesday evenings from 6:30 p.m. to 8:00 p.m. Eastern Standard Time zone.

### **FIN 5515 International Finance**

International Finance covers the broad scope of the international monetary system, examining financial markets and financial instruments. Investigating the interrelationship of foreign exchange operations with corporate financial management decisions leads students to understand the intricacies of finance, contiguous with international operations. Attention is paid to capital management and investment analysis in the context of risk exposure for foreign investment. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or higher.

### **FIN 5540 Banking**

This course examines the structure and functions of modern US and international financial markets and institutions. The course covers the nature of the global financial system, interest rate determination, pricing of interest-rate dependent securities, money market instruments, the goals and roles of central banks, and commercial banking. Students will develop a thorough understanding of modern financial institutions and will learn to apply modern financial theory to practical problems in liability pricing and management. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5545 Financial Engineering**

This course examines the functions of fixed income securities and financial derivatives such as futures and options. These instruments have been innovated enormously and played significant roles in recent financial crises. Topics include bond investment strategies, risk management, option trading strategies, valuation of derivatives, as well as their applications to real world problems. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5550 Investments**

This course will provide a graduate-level introduction to the investment process from the investor (or buy-side) perspective. Topics include: trading and exchanges, risk and return, theoretical and practical issues in asset allocation (portfolio analysis), asset pricing; including the Capital Asset Pricing Model, Arbitrage Pricing Theory and the Fama-French factor models, and an introduction to efficient markets theory, active/passive investment, and a brief discussion of behavioral finance. Students gain a real world application of investments by participating in Stock Trak's global portfolio simulation. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5570 Advanced Corporate Finance**

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

### **FIN 5580 Finance Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved finance internship for academic credit is available to M.B.A. students with a concentration in Finance. Contact the HCBE Office of Academic Advising for registration. Prerequisites: FIN 5130, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **FIN 5800 Finance Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Finance. Contact the HCBE Office of Academic Advising for registration. Prerequisites: FIN 5130, good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.



### **HRM 5310 Managing Human Resources**

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

### **HRM 5320 Career Development**

Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5341 Human Resources Analytics**

This course affects every aspect of the organization. This course addresses how to build measurement strategies for all HR activity so that the impact can be determined. A value-adding approach will be taken so that HR practitioners will be able to exhibit an understanding of the business. This will include aspects that influence organizational quality, productivity, services, and profitability. HR will be assessed as a system within a system. Students will learn how to position HR as a strategic partner. Prerequisites: HRM 5310.

### **HRM 5355 Strategic Human Resource Management**

This course views managing human resources as a strategic organization asset that supports competitive advantage and major strategic objectives. It positions HRM as an integral partner in a firm's strategic planning and implementation, in terms of external environmental and internal exigencies. It focuses on HR planning and strategies and their applications in HR programs and processes. Students also learn how to develop alignment among vision, strategy and values in the development of a paradigm based upon competencies required for enhancing the business results of a company or government agency. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5360 Human Resource Development**

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, 17 different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5365 Talent Management**

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to

recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5375 Managing Total Rewards**

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems, and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied. Prerequisite: HRM 5310 or HRM 5030.

### **HRM 5380 Employee Relations**

An in-depth examination of labor relations, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint students with union-management relations. Prerequisite: HRM 5375.

### **HRM 5390 Advanced Organizational Development**

This course addresses the need for planned change focused on an organization's ability to compete over the long term. It addresses individual, team, and organization-wide interventions that can raise productivity/quality, improve competitiveness, increase skills, improve morale, and renew commitment to employee involvement. It will incorporate both the scientific and systems perspective in the use of behavioral science knowledge. In addition, students will compare and appreciate inquiry with the standard problem-solving approach as they learn about a variety of models, methods, and tools. Prerequisite: HRM 5310 or HRM 5030.

### **INB 5807 Foundations of Global Business**

Fundamentals of Global Business (3 Credits): The primary objective of this course is to effectively and systematically analyze the various institutional facets of the global business environment and their effect on the operations of firms. Globalization remains one of the most criticized and visible phenomena in recent decades. What problems do managers face while trying to exploit opportunities and address challenges in the global business environment? This course examines the institutional environment of global business, trade theory particularly in the light of political relations, foreign direct investment, supranational institutions that influence trade and investment, exchange rates and monetary systems. Attention is also devoted to country analysis, political risk and contemporary issues such as off-shoring, corporate social responsibility and sustainability.

### **INB 5822 Globalization and Emerging Markets**

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India, and China). This course identifies issues germane to developing markets as they integrate into global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets

seeking to develop global, world-class organizations and global investors seeking to profit from opportunities in emerging markets. The course will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets.

### **INB 5827 Import/Export Principles and Practices**

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures.

### **INB 5846 International Field Seminar**

The International Field Seminar (IFS) is an organized travel study experience in which graduate students learn about business conducted in the global context. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, students visit an emerging market country. The IFS introduces students to the practical requirements of decision-making in the destination country and covers a broad range of topics. Recognizing the importance of conceptual and practical learning, seminars are conducted in conjunction with academics from partner universities and with industry speakers, combined with visits to businesses situated in the destination country. The IFS, in the past, has traveled to countries such as China, India, and Dubai UAE. The course covers the 16 week semester, with preparatory assignments before and learning assignments after travel.

### **ISM 5150 Information Strategy for Digital Transformation**

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems in a business setting to build innovative business models and systems, optimize business processes, and deploy strategies for creating competitive advantage. The relationships between information systems strategy, business strategy and organization strategy are discussed. With the increased emphasis of value of data in decision-making, this course explains the fundamentals of data management and analytics from the strategic perspective. This includes processes for capture and storage of data and the managerial challenges in big data analytics. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed. The course will emphasize how business and organizational activities, processes, competencies and models must be strategically redesigned to leverage the opportunities of digital technologies impacting society. Students are introduced to SAP ERP systems and SAP Business Objects software applications.

### **MGT 5001 Developing Academic and Career Success**

This course focuses on preparing students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the workplace. Through formal and informal interactions with faculty and business leaders, students will examine, explore and practice skills necessary to perform successfully in their academic and professional life. This course is mandatory for all MBA and MSHRM students.

### **MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World**

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of learning experiences, students will learn to diagnose the business environment, identify and analyze problems, and develop well supported, and socially responsible solutions to help organizations thrive in a complex and uncertain world.

### **MGT 5170 Applying Strategy for Managers**

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to create value for the organization and shareholders and ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic, competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

### **MGT 5380 Building and Leading Teams**

This course focuses on how to build and lead successful teams to strengthen the overall performance of organizations. Team building models will be analyzed with emphasis on actionable steps that can be taken to overcome common hurdles and build cohesive, high performing teams. An emphasis will be placed on the role of the leader in developing successful work teams, project teams, virtual teams, and inter-organizational teams. Prerequisite: MGT 5105 or MGT 5020.

### **MGT 5631 Leading People and Organizations**

This course investigates strategies and skills for influencing individuals and groups for organizational effectiveness. Students will learn leadership models and skills that can be used in a diverse and global environment. Attention will be given to important leadership issues in the 21st century such as ethics, change, and innovation. Students will have the opportunity to assess their own skill sets and consider development plans for enhancing those skills sets.

### **MGT 5680 Master of Business Administration Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000.

### **MGT 5686 Leading Creativity and Innovation**

Leading Creativity and Innovation is designed to address the emerging trends and demands of the real world and equip students with a broad understanding of key elements of a successful innovation programs. The course focuses on the management of innovation and technology in business organizations. It views innovation management as a strategic process and covers how managers formulate and implement strategies for innovation. The role of competitive dynamics and organizational competencies in shaping innovation programs are examined. The content is based on theory and research on creativity and innovation; however, through case studies, discussions and course project, practical applications are emphasized. Prerequisite: MGT 5105.

### **MGT 5800 Management Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **MKT 5125 Marketing Decisions for Managers**

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value. Prerequisite or co-requisite: MGT 5001 or equivalent.

### **MKT 5200 Customer Value**

This course stresses the service aspects of an organization (especially customer service); marketing and organizational responsiveness; and how to design, deliver, and measure superior customer value. Via an integrated marketing and operations/process perspective, students will understand how to blend the delivery of service and quality, together with image and pricing strategies to maximize the value proposition. Strategies for optimizing and communicating customer value, measuring customer orientation, and relationship and retention marketing are also examined. The customer value funnel- consisting of macro-environmental factors, market forces, organizational issues, customer characteristics and perceptions, and business performance -- is used as the case analysis framework in this course. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5205 Consumer Behavior**

This course introduces marketing concepts and theories developed in the behavioral and economic sciences to provide students with an understanding of how and why consumers behave as they do. The course shows the practical application of consumer behavior concepts and principles to aid in better decision making. Students gain an understanding of how products are used to define ourselves and how this self-concept affects attention and perception, motivation to buy, brand attitude, product choice, customer satisfaction and brand loyalty. Key topics include principles of learning, motivation, personality, perception, communication, attitude, culture, and group influence.

Consumer decision making and evaluation of products and services are discussed in depth. The core concepts of consumer behavior are applied in the context of advertising/promotion, product management, and the development of effective marketing strategies. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5225 Social Media Marketing**

This course will familiarize students with the social eco-system and its value in creating a permission-based marketing organization for sales generation, online brand storytelling and ongoing customer engagement. Students will develop marketing plans and evaluate cases that enrich their understanding of how social media contributes to integrated marketing communications (IMC) and search engine marketing in a customer-centric environment. Sales nurturing strategies will be developed that adopt video, mobile and blog content for moving targeted audiences through a social sales funnel. In addition, students will be challenged with the creation of fan engagement and influence marketing strategies that boost an organization's market exposure and overall brand appeal. Collectively, these strategies will be integrated across social content platforms as part of an enterprise-wide campaign that micro-targets consumers immersed in smart devices and guided by big data. In the course of plan development, students will be challenged to measure the ROI of their social media plans along with the development of a social business infrastructure. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5235 Global Marketing**

This course is an overview of the unique aspects of marketing in the global economy that provides a framework for analysis. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. It focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. It also discusses the complex aspects of exporting and foreign market entry-mode. Global economic, social and political events and issues are included in discussions related to formulating and adapting a global marketing strategy. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5245 Marketing Research and Analytics**

This course concentrates on the application of marketing research techniques and theory to aid decision makers in the solution of real world marketing problems. Topics include problem definition, research design, (including exploratory, conclusive, and survey research), qualitative and quantitative research, collection of marketing information from primary and secondary sources, sample design, and analysis of data with specific applications to decision making. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5255 Marketing Analytics**

This course will introduce students to modern marketing analytics and will demonstrate how to practically apply them to real-world strategic and tactical marketing decisions. Students will develop an understanding of the data available to marketers, its uses and limitations, and will be exposed to methods for measuring performance of marketing efforts. Students will also acquire hands-on experience with analytical tools and software, including marketing metrics, marketing modeling software and web/social media measurement tools. Considering the importance of measuring ROI for marketing initiatives in a competitive marketplace, a good knowledge of marketing analytics is a key competitive advantage in the corporate world and on the job market. This course is also adapted

to the needs of the job market and employers, by focusing on improving student skills related to the ability to communicate effectively, critical thinking and analytical reasoning skills, the ability to analyze and solve complex problems, the ability to locate, organize, and evaluate information from multiple sources, and the ability to work with numbers and understand statistics. Prerequisite: MKT 5125 or MKT 5070.

### **MKT 5280 Marketing Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved marketing internship for academic credit is available to M.B.A. students with a concentration in Marketing. Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program excluding ACT 5001, FIN 5008, and QNT 5000.

### **MKT 5600 Marketing Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Marketing. Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **PIM 5450 Quality Management**

This course develops a manager-level understanding of the concept of "quality" and its utility in today's world of business. Quality is necessary to understand the perceived value of goods and services both from an outcomes and process perspective. We use quality to understand, plan and assess the focus of our operations. In this class we cover quality theory and best practices, we immerse students in the process and application of problem analysis and develop their critical thinking skills along with communication skills and systems thinking using rigorous case analyses. Topics include: quality definition, quality management history, quality deployment strategies (lean, six sigma, theory of constraints), we explore some quality tools and we consider quality metrics. We include the cultural and environmental considerations both internal and external to the firm by including behavioral, management and leadership aspects and considerations based on industry sector (manufacturing, service, not for profit, government). For online course offerings, the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section.

### **PIM 5455 Project Management**

This course develops the manager's project management knowledge and skills for today's workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team

facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI's CAPM and PMP certification requirements.

### **PIM 5460 Process Improvement Methods**

This course develops the highly-leverageable knowledge and skills of process improvement methods for the process improvement leader. We build from a foundation of business statistics and train you in process assessment, improvement and sustainment. Topics include: refresher on descriptive and inferential statistics, process stability, Define and Measure tools (metrics) as well as measurement systems' analysis, process capability, exploratory data analysis. we also include intervention tools leveraging design of experiments and confirm changes through application of hypothesis testing. The student development level for each topic is consistent with the ASQ Black Belt certification requirements. For online course offerings, the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section. Prerequisites: PIM 5450 and QNT 5160.

### **PIM 5465 Process Improvement Practicum**

This course applies the prerequisites of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. This course engages the student to develop their process improvement skills. It builds on all the PIM courses as well as the HCBE MBA core. Students, working in teams, will plan and execute a process improvement process including: documenting the current state, creating and executing a process improvement intervention and documenting the final state. The student teams must learn to manage a PI project, learning together. This course will focus on "field work" and as such is highly independent work outside of the classroom. The student teams will "check in" with the class for key milestones, assessment and group learning. For online course offerings, the expectation is that students will participate weekly in a synchronous on-line session scheduled in conjunction with the ground section. Prerequisites: PIM 5455 or PIM 5010, PIM 5460 or PIM 5020, and QNT 5160 or QNT 5040. Note QNT 5160 may be taken currently with PIM 5465.

### **PNP 5419 Non-Profit Human Resource Management**

The political and institutional environment of public human resource management is examined. Emphasis is given to the challenges facing the public sector in attracting and developing human assets in an environment of conflicting goals, stakeholder obligations, and a highly aware electorate. Specific topics include the evolution of the modern public service, the functions of human resource management, employment discrimination, labor management relations, professionalism and ethics and how assessment centers evaluate potential applicants.

### **PNP 5901 Introduction to Non-Profit Management**

This course is an introduction to the nonprofit sector and its role in society, economy, and service delivery. The course surveys historical, legal, political, socio-cultural, ethical environments, and best practices and research literature in nonprofit management. Topics include managing and improving



nonprofit organizations, resource development, funding for nonprofits, financial management, managing human resources and volunteers, information technology, marketing, performance measures, nonprofit leaders and boards, developing and managing relationships with the community, funders and media professionals.

### **PNP 5902 Grant Development in the Non-Profit Sector**

The content of this course provides the knowledge and skills to write grant proposals by sourcing and selecting appropriate grant resources for public and non-profits organizations. In addition to sourcing grants, the content includes how to manage grants and build relationships with grantors to achieve maximum long-term value.

### **PNP 5903 Comparative & Cross-cultural Perspectives for Non-Profits**

At the heart of this course is collaboration. Partnerships between private firms as well as other nongovernmental actors may work with nonprofit organizations to achieve public service delivery but it is fraught with choices and challenges. This course provides insight into cross-sector collaborations at the global, federal, state and local levels. Students gain tools to assess the tradeoffs and use option-choices to improve service delivery. The case studies provide specific examples and a framework for managing the participants while insuring accountability and ethical behavior that are in the public interest. Examples are provided for choosing, designing, governing and evaluating networks, partnerships and independent providers of public services considering democratic accountability.

### **PNP 5904 Non-Profit Governance**

The course covers ideas and approaches related to nonprofit law, essential responsibilities of nonprofit boards, governance and mission. The course examines theories of governance and executive leadership, legislative and regulatory concerns. Topics include trustee issues, board-management relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits. Prerequisite: The course covers ideas and approaches related to nonprofit law, essential responsibilities of nonprofit boards, governance and mission. The course examines theories of governance and executive leadership, legislative and regulatory concerns. Topics include trustee issues, board-management relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits. The course covers ideas and approaches related to nonprofit law, essential responsibilities of nonprofit boards, governance and mission. The course examines theories of governance and executive leadership, legislative and regulatory concerns. Topics include trustee issues, board-management relations, advocacy, lobbying, nonprofit liability, strategic thinking, alternative board structures, contemporary roles and responsibilities of engagement in different settings, and cross cultural comparison of nonprofit boards. It provides an

introduction to philanthropy and a grant-makers guide to evaluation and selection of social investments. The course prepares students to assume the role of innovators and problem solvers in identifying needs in various communities and release their ingenuity to establish, manage and sustain organizations to best address needs for societal benefits.

### **PNP 5905 Financial Management and Sustainability for Nonprofit Organizations**

This course focuses on best practices and standards of nonprofit financial management. The course comprises appropriate techniques for ensuring probity, transparency and accountability as it relates to nonprofit financial responsibility. The course exposes students to the similarities and differences between budget, financing and accounting in nonprofits and local governments. Topics include budgeting, fund accounting, cash flow analysis, expenditure control, and financial planning and reporting, taxes and audits among others.

### **PNP 5906 Major Gifts, Planned Giving, and Building Endowments**

In this course, students develop appropriate skills useful in individual non-profits as well as in foundations including annual campaigns, special activities and charitable events, gifts from major donors and programs of planned giving. The concepts of capital campaigns, development offices and endowment creation and management are included. Real-life examples, class projects and proposal writing exercises contribute to the development of fundraising skills and abilities.

### **PNP 5927 Evaluation of Non-Profit Policies and Programs**

Students develop a working knowledge of public sector policy and program evaluation with an emphasis on the history of evaluation, the social indicators movement, the politics of program evaluation, goal identification, Wilson's Law, performance measurement, methods of analysis, who uses evaluations and the problem of partisanship.

### **PUB 5409 Public Administration in Theory and Application**

This course provides an overview of the field of public administration by focusing on theoretical foundation and practical knowledge. The aim of this course is to familiarize students with the basic principles, context, environment, organizational structure, and contemporary issues in public administration. This course addresses the cultural, institutional, political, and ethical constructs of public administration in theory and practice.

### **PUB 5429 Public Sector Statistical Analysis**

This course covers collection, description, analysis, interpretation, and presentation of data to support decision making. Probability distributions, central limit theorem, statistical inference for univariate data; correlation analysis and introduction to linear regression modeling and their application to problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

### **PUB 5438 Public and Non-Profit Strategic Management**

This course provides an hands-on approach to public and non-profit strategic management. Special emphasis is placed on budgeting, long-term financial planning, and operations management.

### **PUB 5439 Administrative Law and Ethics in the Public Sector**

The course introduces students to the field of ethics and shows how ethical principles are applied to administrative agencies to ensure not only legal, but also moral government decision-making. Administrative law is the body of law concerned with the actions of administrative agencies, frequently called the "4th branch of government" in the United States. The course thus examines how administrative agencies are created, how they exercise their powers, how they make laws and policy formally, as well as informally, the laws that govern agency rulemaking and adjudications, especially the Administrative Procedure Act, Constitutional and other legal protections afforded against agency actions, and how agency actions are reviewed and remedied by the courts and legislative branch of government. This course also will develop the student's legal research skills in locating and identifying federal, state and local administrative regulations and rules and Florida attorney general and ethics commission advisory opinions for practical use in the student's public sector roles. The course examines the intergovernmental relations and the political and practical constraints that influence administrative policy.

### **PUB 5449 Public Policy Analysis**

The course covers the policy process, policy formation, and provides an introduction to the tools and techniques of policy analysis, using multiple theoretical and analytical perspectives. The primary focus is on local policy issues and aims to provide students with an understanding of the process in order to think critically about applied public policy problems. Students will gain practical skills in the development and presentation of policy analysis and recommendations.

### **PUB 5459 Managing Information and Technology in the Public Sector**

This course introduces students to the current uses, practices, opportunities, and obstacles of information technology (IT) in the public sector. It provides students the opportunity to develop analytical and practical problem-solving skills to relevant public sector challenges through the use of IT applications. The course will explore all the latest trends in public management technology and the potential impact for managers and citizens, including e-Government strategies, social media, and other web-based technologies, in order to help governments develop and manage programs and services that are more responsive and effective. Policies and procedures that safeguard technology infrastructures while increasing openness, participation, and transparency will be discussed.

### **PUB 5469 Public Finance**

This course provides students with an hands-on approach to statistical methods and techniques used to analyze data of public organizations. Special emphasis is placed on how statistical findings are used by administrators for making decision regarding operations, programs and services.

### **PUB 5926 Public Budgeting**

This course provides students with a hands-on approach to developing and managing public sector budgets. Special emphasis is placed on revenue and expenditure management and forecasting.<sup>8</sup>

### **PUB 5932 Sustainable Community Development**

This course explores the range of planning and development processes associated with creating sustainable communities. The various components of sustainable community planning, such as land use, transportation, ecological planning, green building practices, resource utilization and alternatives in the critical areas of water and energy, and how sustainable community planning contributes to livability and economic resilience. The intent of the course is to demonstrate that sustainability must be approached from a systems perspective, where the interactions between the built and natural environments create opportunities to advance the quality of urban and community life. This course will examine the economic, social, and environmental implications and strategies for developing resilient, adaptable, and thriving communities.

### **PUB 5941 Public Administration Internship**

Students without public sector work experience will undertake an Internship. The purpose of which is to be able to: 1. Perform specific job functions in the field of choice under supervision; 2. Apply specific academic knowledge, skills and values to tasks in the work setting; 3. Apply a successful strategy for achieving professional/personal goals. Students will formulate specific goals for their Internship in consultation with a faculty advisor and will complete a formal performance appraisal by both the academic advisor and the employer supervisor according to required interim and final written reports and papers. Prerequisite: (PUB 5409 OR PUB 5450) AND (PUB 5419 OR PUB 5465) AND (PUB 5429 OR PUB 5477) AND (PUB 5439 OR PUB 5461) AND (PUB 5449 OR PUB 5480) AND (PUB 5459 OR PUB 5451) AND (PUB 5469 OR PUB 5472).

### **PUB 5945 Master of Public Administration Integrative Seminar**

This course integrates core and elective course subject matter by requiring students to create a department or a subunit within a department to address an existing substantive program or service gap. The capstone project requires students to analyze the current organizational, human resources, and program structures of a department while developing the budget and organizational structure of the unit which will address existing the program or service gap.

### **PUB 5980 Public Administration Internship**

Students without public sector work experience will undertake an Internship. The purpose of which is to be able to: 1. Perform specific job functions in the field of choice under supervision; 2. Apply specific academic knowledge, skills and values to tasks in the work setting; 3. Apply a successful strategy for achieving professional/personal goals. Students will formulate specific goals for their Internship in consultation with a faculty advisor and will complete a formal performance appraisal by both the academic advisor and the employer supervisor according to required interim and final written reports and papers. Students must have completed 33 credit hours within the Public Administration Program.

## **QNT 5000 Foundations of Business Statistics**

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

## **QNT 5160 Analytical Modeling for Decision Making**

Data is rapidly becoming one of the most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various analytical techniques such as descriptive models, simulation, optimization, decision analysis, and forecasting and will practice making effective decisions using sparse data to large data in a variety of business applications. Emphasis will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Prerequisites: QNT 5000 or QNTP 5000 or QNTP 5002 with a grade of C or better and MGT 5001. Prerequisite courses can be no older than 10 years.

## **QNT 5471 Digital Transformation and Analytics Strategy**

This course provides an overview of data analytics in business management and the technologies that can be used to enhance data-driven decision making from a strategic perspective. The course introduces data analytics frameworks and best practices for integrating data analytics into organizational business processes to be used to improve competitiveness, profitability, growth or operational efficiency. The course emphasizes the critical need for understanding the importance of data analytics across all organizational functions such as sales, marketing, finance, human resources, production, and information systems. Students will learn the relationships between business strategy, information systems, and data analytics. They will understand how business managers need to collect and manage information to gain insight to make the right decisions and boost performance. The course modules will introduce the students to the key subject areas in data management, data warehousing, data mining, and business intelligence (BI) project management. Students also gain experience with Tableau software used for data preparation, analysis, and reporting. This course will serve as the foundation course for the other courses in the BIA concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program.

## **QNT 5476 Data Management and Business Intelligence**

This course provides an overview of principles, practices and technologies required for data management across the business life cycle. The course discusses design and maintenance of computer-based organization memory, data modeling, data structure and storage, data processing architecture, data integrity and data administration. The specific challenges related to use and management of big data will be addressed. Students will also gain experience with tools and techniques for the management of data and use of database technologies. Students will learn how to develop data models useful for business intelligence, how to combine data from disparate sources into an architecture that comprises the core of a company data warehouse. This also includes

development of data marts and data lakes and extract, transformation and load (ETL) processes. Students will also gain experience with software tools used for decision-making.

### **QNT 5485 Data Mining and Predictive Analytics Fundamentals**

This course introduces analytical methods used to convert large information repositories into effective sources for decision-making. Students will learn fundamentals of predictive analytics and data mining methods for business applications, gain understanding how to use tools to mine large amounts of data and build models to predict future events, and practice using analytical techniques to make recommendations that can improve business outcomes and impact strategic decisions.

### **QNT 5580 Decision Sciences Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with a concentration in Business Intelligence/Analytics, Process Improvement, or Supply Chain Management and Operational Systems. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **REE 5862 Real Estate Market Analysis**

The course provides an introduction and knowledge of the functioning of various urban real estate markets, land development, residential single and multifamily, office, retail, industrial, and resort-recreational properties. Students are introduced to the use of research, techniques and quantitative methodologies for accurate measurement of demand for real estate products and specific projects. The course provides students with current approaches to performing sophisticated real estate market studies by acquainting them with standard practice modern market research methodologies and computerized market analysis packages for site and project-specific levels.

### **REE 5864 Real Estate Development Software**

Students will be trained to use ARGUS Enterprise software which is used by appraisers, brokers, developers, managers, investors, lenders and other real estate professionals to make better and more informed decisions. The software uses a lease by lease approach to building cash flows and valuations so that property models have greater precision and clarity. Students will also be trained to use ARGUS Developer which is an established real estate feasibility software program in use by thousands of owners, commercial developers, home builders, land developers, agents and financial institutions throughout the world. It combines feasibility with sensitivity analysis and a powerful discounted cash flow model that is a flexible, consistent and stable platform. Executive level views of single and multi-phased projects allow changes to be assessed instantly. The finance component provides for detailed debt and equity financing and advanced waterfall profits for precise deal structuring.

### **REE 5865 Real Estate Construction Principles**

This course examines topics related to commercial construction materials and methods, green buildings, and project management for commercial investment real estate.

### **REE 5866 Real Estate Special Topics**

An in-depth treatment of a current area of special concern or interest within the field of real estate development.

### **REE 5867 Geographic Information Systems**

This course will cover the basics of GIS and how they apply to land use planning, real estate development, public service, and related issues/disciplines. This includes setup of GIS tasks and processes with mapping & visualization of demographic, economic, administrative, or real estate related information. It addresses the wide variety of issues and associated advantages as well as the benefits to users from various disciplines. Students will gain a fundamental understanding of GIS aiming on (mostly) web-based solutions. Students are tested in a 100% applied environment and create a GIS project (guided process, implementation, presentation) as final element utilizing ArcGIS online, Business Analyst Online, and ArcPRO.

### **REE 5878 Real Estate Development Process: Part I**

Topics relating to site selection, regulatory approvals, market analysis, and financial feasibility in the real estate development process for a variety of property types. This course serves as an introduction to public sector and private sector collaboration and conflicts within the real estate development process.<sup>8</sup>

### **REE 5879 Real Estate Development Process: Part II**

This course focuses on to the remaining stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including advanced pro forma analysis, land development, land use regulation, dealing with the public sector and the community interests, planning and design, construction management, and the life cycle of projects.

### **REE 5880 Real Estate Finance**

This course provides an introduction to real estate financing principles and practices. The class begins with an introduction to time value of money and discounted cash flow techniques. The course reviews the financing of income-producing properties and real estate construction and development projects. Sources of financing and financing techniques are presented along with mortgage underwriting and lending. The course concludes with an introduction to alternative financing methods, including joint ventures, private placements, and mezzanine structures.

### **REE 5881 Real Estate Law and Ethics**

This course focuses on the legal aspects of real estate development, including real and personal property, land, air, and water rights, forms of ownership of land, leases and landlord-tenant

relationships, business organizations, purchase agreements and closing transactions, mortgages and other liens, transfer of title, legal instruments, and governmental regulation of real estate development. This course will examine ethical ramifications of Real Estate Development.

### **REE 5882 Land Use Planning and Project Design**

This studio-based course analyzes the role of planning and design in the development process as the key stage between acquisition and permitting, and its importance in the overall real estate development process. The 'Site Planning' course combines theory, art and science for arranging land uses and built environment to achieve their highest and best operational character and profitability; involving the efforts of architects, planners, designers, landscape architects, and others in a coordinated effort. This course is designed to facilitate an understanding of the importance of site planning with students interacting in teams and work on project solutions.

### **REE 5887 Real Estate Investments**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used for making real estate investment decisions. The course will focus primarily on income producing real estate, including commercial properties (office, retail, industrial) and apartment communities. One weekend session will be dedicated to development properties. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course examines the analysis of real estate investments from the point of view of investors and developers. Economic and financial concepts are applied to real estate analysis with the objective of building a solid foundation in the fundamentals of property analysis, valuation and deal structuring.

### **REE 5895 Real Estate Financial Modelling**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used in planning and modeling real estate investment decisions. The course will focus on income producing real estate, including commercial properties (office, retail, industrial, multifamily and hospitality) as well as on the development of these asset classes. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The course focuses on the analysis of real estate from the point of view of investors and developers. Economic and financial concepts will be applied to real estate analysis with the objective of building a solid foundation in the fundamentals of planning and modeling development costs and property level operating results so as to assist in valuation and deal structuring. As a starting point, the course will also offer students a thorough refresh of Excel basics, with a special focus on time value of money concepts and the commonly used financial functions which facilitate the planning and forecasting of expected real estate cash flows and which assist in the valuation process. Whilst the course will emphasize theory and concept building in the areas of financial planning and modeling, there will be a focus on the practical application of learned competencies.

### **REE 5899 Real Estate Development Internship**

The Huizenga College Internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved real estate development internship for academic credit is available to Master of Real Estate Development



students. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the Master of Real Estate Development program.

### **ROM 5301: Digital Outreach for Religious Organization**

In this course, current and aspiring leaders of religious organizations will learn how to pursue the full potential of a congregation and serving communities from a business perspective. It is here that most religious leaders reluctantly spend the bulk of their time instead of inspiring and helping their congregation. The course will help religious organization leaders to critically evaluate the best ways to nurture congregations while staying true to their mission and business objectives. Emphasis will be placed on organization dynamics including optimizing congregation systems for administrative efficiency as well as community fellowship. Participants will learn of best practices in adopting religious organization management software used to automate daily operations and online donation support while promoting an engaging community that shares the passion and vision of the religious organization. Finally, learn how faith-based ministries can provide real value to their communities through local government partnering.

### **ROM 5302: Entrepreneurial Strategies for Religious Organizations**

In this course, aspiring religious organization leaders will learn how to pursue the full ministerial potential of their serving communities by examining innovations shaping contemporary religious organizations. Designed especially for those currently in or considering future roles as executive directors or ministry leaders, this course will demonstrate how religious entrepreneurial leaders think as missionaries while understanding the cultural context in their serving communities. Find out how these leaders attract new congregation members by building critical mass for well-leveraged facility expansions and creating marketing strategies where social media is seen as a mission field rather than a promotional channel. Learn how to maximize touch points for expanding your local community reach and building relationships in a culture where trust in institutions is severely damaged. Find out how music/arts, social and community outreach and adult-oriented programs have led to the success of thriving religious organizations. Finally, the course will demonstrate successful techniques for embracing local communities through public relations campaigns and ministries tailored to the demographic mix of the serving population.

### **ROM 5303: Digital Marketing for Religious Organizations**

This course is intended to bring today's religious organization leaders up to speed on the latest in digital marketing used for congregation messaging, fellowship, and outreach. Starting with a social media marketing plan tailored to religious organization settings, the program is intended to acquaint entrepreneurial leaders with the latest in social networking, digital asset adoption and content development strategies. This course will help students adopt strategies for integrating all digital components around a religious organization vision or themed series. Find out how to build communities using social networking groups, chats and live casting. Learn how world class religious organization leaders expand their congregation reach with inspirational videos and engaging social media posts.

### **SCM 5410 Supply Chain Operations Management**

This course will serve as the knowledge base for the other courses in the Supply Chain Management concentration. Students from other concentration areas will be able to choose this

course as an open elective in the MBA program. Supply Chain Management encompasses the planning and management of the flow of goods, money, and information throughout the extended supply chain and includes the core business processes of procurement, manufacturing, and logistics. Additionally, it includes the coordination and collaboration with exchange partners, domestically and globally, to obtain a competitive advantage. In this course, students will gain a working knowledge of core supply chain concepts, strategies, processes, tools, and technology. An introductory SAP Enterprise Resource Planning (ERP) simulation will be used to guide students through the business processes, enhancing decision making and problem solving using SAP ERP software.

### **SCM 5415 Managing International Transportation and Logistics**

Managers in today's organizations must develop strategies that go beyond traditional geographical boundaries. Differentials in wage-rates and expanding markets have opened up opportunities for production and distribution around the globe, while improved transportation and communications have worked to break down the barriers of space and time. In this course, students will examine the operational and strategic decisions that managers face with regard to logistics and transportation for international trade, including airfreight, ocean freight, international road transportation, multi-modal transportation, and the packaging and document preparation required for each mode of transportation. Students will learn to read, interpret, and reengineer cross-functional business processes using modeling tools. These processes include inventory management, distribution, transportation, and purchasing. Additionally, they will acquire SAP ERP transactional expertise associated with the cash-to-cash cycle, and gain an understanding of the transactional effects on material and financial documentation throughout the extended supply chain.

### **SCM 5421 Supply Chain Information Systems**

Effective supply chain management requires organizations to forge strategic relationships throughout the extended supply chain. These relationships may include information sharing, joint planning, and integrated information systems. Information systems and technology enable SCM processes and operations to improve productivity and link to the internal and external business partners. Through the use of case studies and simulations, students will gain an understanding of the opportunities and challenges involved in building strategic relationships as well as the philosophy, methodology, and tools for improved demand management, customer service, and alignment of supply chain resources. This course begins with a review of the fundamentals of information systems and technology and progresses to the role of ERP in enabling integration and visibility in SCM. Students will gain insight into the importance of storing, managing, interpreting, and sharing transactional data throughout the extended supply chain. Using SAP ERP transactional data, students will learn to use relational database data to answer business questions while gaining insight into the concepts of data analysis. Because a large proportion of supply chain investments are in IT, students will learn the importance of software evaluation and selection techniques.

### **SPT 5910 Sport Sponsorship Design and Strategies**

This course will explore advanced sport sponsorship design and strategies. Current techniques will be applied to case studies and projects for acquiring and evaluating potential revenue-generating sponsorships. Students will prepare thorough sponsorship plans and deliver proposal presentations reflecting proven techniques.

### **SPT 5920 Sport Ticketing, Concessions and Merchandise Management**

This course is designed to offer a comprehensive overview of the revenue generating streams of ticket sales, concession sales, and merchandise sales for various sport organizations. Students will gain an understanding of state-of-the-art strategies and theories being used in arenas, stadiums, and other sport based venues. They will learn to understand and appreciate the unique challenges and opportunities sport managers face and how to apply the theories and strategies learned to real world situations.

### **SPT 5930 Sport Event and Fundraising Strategies and Techniques**

This course is designed to provide an introduction to the principles of sport event management for the express purpose of raising funds. A conceptual framework will be developed through definitions, models, and the utilization of case studies. The planning, development, management, and implementation of strategies for successful fundraising events will be the focus. Specific topics will include event studies, bid preparation, securing sponsorship, negotiations, and volunteer management.

### **SPT 5940 Sport Revenue Generation and Emerging Technologies**

This course is designed to offer an overview of emerging technologies that will impact current and future revenue generating streams of sport organizations. Students will gain an understanding of state-of-the-art sport enterprise software, internet applications, mobile applications, and social media applications and how they are being utilized to generate new revenue streams. Students will learn to understand and appreciate the unique challenges and opportunities sport managers face as new technologies enter the market place and how to apply the theories and strategies learned to future opportunities.

### **SPT 5980 Sport Revenue Generation Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Prerequisites: Sport faculty permission and good academic standing.

### **SPT 5999 Sport Revenue Generation Internship**

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: Sport faculty permission and good academic standing and completion of at least 12 credit hours excluding ACT 5001, FIN 5008, and QNT 5000 or equivalents.

### **TXX 5760 Survey of Taxation: Individuals, Entities, and Property**

The course is designed to be a comprehensive introduction to the Federal Income Tax structure, primarily as it affects individual taxpayers and business activities. The course emphasizes the role of taxation in the business decision-making process. To further inform students' understanding of Federal taxation, students are introduced to the economic, social, and political considerations that inform various aspects of federal tax policy. Prerequisite: None.

### **TXX 5767 IRS Practice and Procedure**

This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisite: TXX 5760 or TXX 5761.

### **TXX 5769 Tax Planning & Research**

This course is an in-depth study of tax research tools available to and the application of those tools by the tax practitioner. Co-requisite: TXX 5760 or TXX 5761.

### **TXX 5771 Partnership Taxation**

This course provides an in-depth study of federal taxation of partnerships and partners. The course explores the formation and operation of the partnership including the acquisition of interests in partnership capital and profits, tax consequences of non-liquidating cash and other property distributions, rules for computation of inside and outside bases, allocations of items of income, gain, loss, deduction and credit, and sales and liquidations of a partner's interest in the partnership, and the tax consequences of partnership terminations. Prerequisite: TXX 5760 or equivalent.

### **TXX 5775 Corporate Taxation**

This course will examine the life cycle of a corporation from a tax perspective. The course includes analysis of formation, operation, non-liquidating distributions and final dissolution. The course will accomplish this through the use of the Internal Revenue Code, Regulations and Court Cases. Prerequisite: TXX 5760 or equivalent.

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