Master of Science in Health Services Administration M.S./HSA

Nova Southeastern University

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M.S./HSA
PROGRAM

NOVA SOUTHEASTERN UNIVERSITY

SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

MASTER OF SCIENCE IN HEALTH SERVICES ADMINISTRATION
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MESSAGE FROM THE DIRECTOR OF THE M.S./HSA PROGRAM

Nova Southeastern University's Health Services Administration Program is transforming the future of health care education. Since its inception over a decade ago, the program has successfully prepared students for the changing face of health care. Through cutting-edge instruction by health care practitioners, offered in convenient and accessible formats, students acquire the skills of change that will guide and advance their careers.

As alumni of the program, you can look forward to opportunities that span the professional ranks. Graduates have become consultants, entrepreneurs, and other highly respected executives in the health care arena.

The health services administration program offers a well-marked and well-traveled path to professional growth. As choice in health care is highly valued, so is the professional's choice in education and training. The SBE looks forward to providing even more choices for personal and professional growth.

Dr. J. Preston Jones
Increasingly you are called upon to face serious management challenges in the health care industry. Unfortunately, your previous clinical training as an RN, OT, PT, MD, DO, or other health care professional did not prepare you for the management challenges you are now facing. There is a growing demand in the health care industry for managers and other executives who can lead their organizations through the volatile health care environment that exists today. Where will you gain the skills you need to gain a competitive advantage?

The M.S./HSA program prepares students to address current and future health care dilemmas through targeted financial, managerial, and technological training. This unique curriculum will dare you to shift the way you approach decision making to develop a broader perspective on management issues in health care.

The SBE and its faculty are committed to fostering within our students the ability to work as a team, the tools to manage change, and the orientation of providing customer service and value.

**Weekend**
The Weekend M.S./HSA program format is designed to be accessible to working professionals. The Weekend HSA typically involves six quarters of study with classes meeting on alternate weekends, (Friday evening and all day Saturday).

**Nursing Home Administration License**
The program is approved by the Florida Department of Professional Regulation to prepare students to become licensed nursing home administrators. A 550 hour internship is required, and additional course work may be needed, depending upon the student's professional experience in working with the elderly.

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**M.S./HSA CURRICULUM (41 CREDITS)**

<table>
<thead>
<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td>Managing Organizational Behavior</td>
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<td>Managing Human Resources</td>
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<tr>
<td>Health Care Finance and Budgeting</td>
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<td>Ethical and Legal Issues in Health Services</td>
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<td>Health Services and Informatics</td>
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<tr>
<td>Integrated Health Systems Analysis</td>
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<td>Health Administration and Management</td>
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<tr>
<td>Health Policy Development</td>
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<tr>
<td>Economics of Health Services</td>
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<tr>
<td>Health Research and Evaluation</td>
</tr>
<tr>
<td>Principles of Managed Care</td>
</tr>
<tr>
<td>Strategic Management of Health Care Organizations</td>
</tr>
<tr>
<td>Management Information Systems for Health</td>
</tr>
<tr>
<td>Administration</td>
</tr>
<tr>
<td>Value Integration</td>
</tr>
<tr>
<td>or Internship (required for those seeking nursing</td>
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<tr>
<td>home administration license.)</td>
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</table>
With more than 2,300 students pursuing master's and doctoral degrees in over 40 locations throughout the world, the School of Business and Entrepreneurship at Nova Southeastern University enjoys an international reputation for management education. What attracts so many to the SBE's executive and management programs? The school's philosophy of innovation driven by the tenets of entrepreneurship and value creation.

Twenty-five years ago, when few other institutions considered customers' needs, the SBE strove to accommodate working professionals by creating both weekend and field-based programs. Today, that tradition continues. The SBE's convenient scheduling permits working professionals to pursue master's and doctoral programs at NSU's main campus in Fort Lauderdale, at field-based sites throughout Florida, in selected cities throughout the U.S., at sites spanning the globe, and online through the latest Internet technologies.

Another of the SBE's unique features is its ability to tailor master's programs—in terms of both curriculum and delivery format—to the particular needs of corporations. The SBE offers master's programs within firms including American Express, AT&T, BellSouth, NABI, Salomon Brothers, Inc., Westinghouse Savannah River Company, Inc., and Sears, Roebuck & Co.

The School of Business and Entrepreneurship is a comprehensive graduate business school. In addition to offering master's and doctoral programs, the SBE houses the Institute of Continuing Management Education for Health Care Professionals, the Institute for Family Business (in cooperation with the School of Social and Systemic Studies), the Institute for Financial Studies, and the Institute for Executive and Management Education. Within these institutes, professionals can find continuing education or certificate programs to meet their specific educational needs.

To discover the exciting opportunities available through the SBE and NSU, visit our Web site (http://www.sbe.nova.edu), peruse the enclosed literature, or request copies of our university publications: Foresight, the SBE's alumni magazine; the NSU Alumni Network; and the NSU Overview.

"Nova Southeastern University has had a tremendous impact on my career. Shortly after I earned my degree, I was promoted to Assistant Administrator and later was named Administrator at Broward General. The knowledge I gained at NSU prepared me for many of the challenges facing the District and the community we serve. It also broadened my understanding of the local business community, and allowed me to establish relationships with other local health care and business professionals."

Wil Trover, Health Services Specialization, President and CEO North Broward Hospital District
Nova Southeastern University's main campus is located on 232 acres in Fort Lauderdale, Florida. Students enjoy the peace and safety of our suburban campus, which can be reached easily by public and private transportation. The SBE is situated on a separate 10-acre campus near Fort Lauderdale's downtown area.

Fort Lauderdale is located in a principal coastal region of South Florida. The climate is subtropical with an average year-round temperature of 75 degrees. Natural areas for such outdoor activities as sailing, fishing, golf, tennis, and swimming surround the university.

Fort Lauderdale offers extensive entertainment options—from the trendy boutiques and galleries lining Las Olas Boulevard to the high-caliber exhibits at the Museum of Art and the Museum of Discovery and Science. Performing arts enthusiasts can enjoy concerts, major Broadway musicals, ballet, and opera at the Broward Center for the Performing Arts. And Fort Lauderdale's famous beach is only 15 minutes east of NSU's main and east campuses. Fort Lauderdale—a hub of business, commerce, and entertainment—offers something for every taste.

Miami, located 25 minutes away, offers additional entertainment options, including glamorous South Beach. World-famous Bayside Marketplace and Cocowalk provide excellent shopping opportunities. Sports fans can root for the Miami Heat, Miami Dolphins, Florida Marlins, or Florida Panthers. To watch the Miami Dolphins train, however, one need only visit NSU's main campus—which houses the team's training facility.
SBE Field Locations

National
Aiken, SC
Austin, TX
Baton Rouge, LA
Birmingham, AL
Brattleboro, VT
Cedar Rapids, IA
Danville, VA
Davenport, IA
Denver, CO
Huntsville, AL
Little Rock, AR
Los Angeles, CA
Seattle, WA
Shreveport, LA
Spartanburg, SC
Vienna, VA
Whiting, IN

International
Calgary, Canada
Frankfurt, Germany
Nassau, Bahamas
Panama
Runaway Bay, Jamaica

Corporate Sites
American Express
AT&T
GTE
Salomon Brothers, Inc.
Sears, Roebuck & Co.

Florida
Boca Raton
Coral Springs
Daytona Beach
Fort Lauderdale
Fort Myers
Gainesville
Jacksonville
Kendall
Largo
Miami
Orlando
Pompano Beach
Sarasota
Tallahassee
Tampa
West Palm Beach
The following list represents some of the growing number of regional, national, and international employers which employ SBE H.S.A. graduates.

- HIP of Florida
- Memorial Health Care System
- Northwest Regional Medical Center
- North Ridge Hospital
- Tamarac Rehabilitation Center
- Manor Pines Convalescent Center
- Broward Regional Health Planning Council
- Manor Care Health Services
- Children and Family Services Department
- North Broward Hospital District
- Whitehall Boca Raton
- Office of Senator Howard Forman
- Edgewater Pointe Estates Medical Facility
- Leavitt Medical Group
- West Virginia University Health Services Center
- Westside Regional Medical Center
- Jackson Memorial Hospital

- Baptist Hospital
- Columbia Pompano Beach Medical Center
- Humana Health Care Plans
- Shands Medical Center
- Wakulla Manor Nursing Home
- Pediatric Associates
- Memorial Hospital Pembroke
- United Way of Broward County
- Delray Community Hospital
- Broward County Government
- Jackson Public Health Clinic
- Hallandale Rehabilitation Center
- Broward Sheriff's Office
- South Miami Hospital
- St. John's Nursing Home
- Florida Health Plan
Subsequent to earning the Master's degree, students may elect to specialize in a particular area of study or obtain a certificate in the following areas:

- Accounting
- Entrepreneurship
- Finance
- Health Services Administration
- Human Resource Management
- International Business
- Management Information Systems
- Marketing
- Medical Management
- Public Administration
- Sports Management

The specializations require students to take three courses in the desired discipline beyond the M.S./HSA degree requirements.

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Continuing Management Education for Health Care Professionals

The School of Business and Entrepreneurship also affords health care executives the opportunity to pursue continuing education credits. Two tracks are available for the weekend certificate program, with track one designed for beginning health care professionals and track two for senior health care executives with extensive experience in a managed or health care setting. For more information, please call (954) 262-5147 or 800-672-7223, Ext. 5147.

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Gender Distribution of M.S./HSA Students

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>24</td>
</tr>
<tr>
<td>Female</td>
<td>53</td>
</tr>
</tbody>
</table>

Ethnicity of M.S./HSA Students

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonresident alien</td>
<td>12</td>
</tr>
<tr>
<td>Black</td>
<td>9</td>
</tr>
<tr>
<td>American Indian</td>
<td>2</td>
</tr>
<tr>
<td>Asian</td>
<td>2</td>
</tr>
<tr>
<td>Hispanic</td>
<td>6</td>
</tr>
<tr>
<td>White</td>
<td>46</td>
</tr>
</tbody>
</table>

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"Since completing my M.S./HSA degree at the SBE, never do I fear unemployment. Because of the degree, I am well qualified to operate nursing homes, assisted living facilities, hospitals, and other health services facilities around the country. Often times I am the pivotal person at the Board room table when hospital administrators need guidance with sub acute care implementation, proforma preparation, and in working with regulatory agencies and reimbursement issues. In fact, I recently conducted a specialized seminar to health care executives and one of my former professors at NSU was among the participants ... IT FELT GREAT!"

Patricia Cooper, M.S./HSA '95
Consultant
Cooper and Associates
CAREER RESOURCES

The Career Resource Center (CRC) at NSU assists students and alumni in all aspects of the career planning and job search process. While you are ultimately responsible for securing your own employment, NSU provides resources, contacts, and information to help you determine a career strategy that suits your interests, requirements, and goals. Below are a few of the resources available to NSU students and alumni.

Career Counseling
The Career Resource Center offers individual career counseling for students and alumni who need assistance in:

- Choosing or changing a career direction
- Identifying career goals
- Establishing a plan of action
- Writing a resume or cover letter
- Preparing for interviews
- Conducting a job search

Jobline—A computerized job database available in the CRC and in computer labs on campus.

Employment Listings—A variety of resources with numerous career positions immediately available in Florida, the United States, and overseas.

Web Walk Up—Students and alumni registered with the Career Resource Center view job listings that match their major/degree or browse jobs listed by qualifications from anywhere in the world, 24 hours a day, via the World Wide Web.

Disc Resume—A powerful computer software package used to register with the Career Resource Center and electronically refer the resumes of students and alumni to employment opportunities.

Career Assessments—The Strong Interest Inventory assesses an individual's interests in a variety of areas. Additionally, the Strong classifies responses as to what professions the individual has similar interests to, and provides information about his/her interests and their relationship to the world of work.

Myers-Briggs Type Indicator—A self-reported personality inventory. It can be used to help individuals identify preferred work environments, roles, and functions. Upon scoring an MBTI, a counselor will provide type information and explain how to use the results to explore options in the world of work.

FOCUS—A computerized career and educational planning system that assists individuals in discovering and exploring occupations, educational programs, and career paths.
Skill Scan—A tool used to identify and categorize transferable skills. The goal of the Skill Scan assessment is to help participants identify appropriate career change opportunities and learn how to market those skills to employers.

Career Resource Library—A resource room with information on graduate schools, careers, resume writing, interviewing techniques, and other career-planning material. Reference magazines and newspapers, study-abroad information, and company information are also available.

Cooperative Education/Internship—An educational program that enables students to merge academic credit with practical, hands-on, paid or nonpaid work experience in a position directly related to their academic degree program. Students use their skills, ingenuity, and academic knowledge in career-related work, which better prepares them for the competitive employment market or for further academic studies. Students enhance their learning experience as they actively apply what they have learned within a work environment.

Career Expo—Each year more than 50 employers representing the private, public, and nonprofit sectors participate in the Career Expo. This event enables students and alumni to meet with employers for employment opportunities and career information.

CRC Web site—Grads Helping Grads is a Web page linked to the CRC Web page. This service provides information about NSU graduates—alumni who are looking for a position as well as those who would like to hire another NSU graduate. Available positions are posted with a brief description and information about contacting the employer. Qualifications of NSU graduates are posted on a linked page including a 75-word description of their qualifications and their contact information.

The CRC Web page can be found at http://www.nova.edu/cwis/crc/crc.html and provides links to many other career-related services found on the Web.
Randolph A. Pohlman, Ph.D., Oklahoma State University. Dean, professor. Financial management, human resource management, employee selection and development.

Daniel L. Austin, Ph.D., University of Kansas. Professor. Academic and fiscal management and planning, organization behavior, government operations, health policy analysis.

Robert H. Baer, D.P.A., Nova University. Associate professor. Cultural resource studies and assessments, historic preservation, licensing and permitting for marine salvage, comparative worth and value assessments, management of cultural resources, public policy, comparative government, management theory.


F. Barry Barnes, Ph.D., University of Kansas. Assistant professor. Organization behavior, quality management, organization development and change, group dynamics, learning organizations.

Robert Andrew Berg, Ph.D., University of Auckland. Associate professor. International management, international competitiveness, and strategic planning.


Frank J. Cavico, LL.M., University of San Diego School of Law. Associate professor. Business law and ethics, health care law and ethics, labor relations, constitutional and administrative law, ethics.

Barbara R. Dastoor, Ph.D., University of Texas at Dallas. Associate professor. Human resource management, organization behavior, organization theory, statistics, research methods, career development, cross-cultural management.


Jane Whitney Gibson, D.B.A., Nova University. Director of Business and Administrative Studies Division, professor. Organization behavior, management communications, principles of management, human resource management, total quality management, interpersonal and inter-group relations.

William J. Harrington, Ed.D., Nova University. Associate professor. Quality management, human resource management, leadership and decision making, organization behavior, executive education and management development, values-based leadership.

Gema G. Hernandez, D.P.A., Nova University. Professor. Public administration, cross-cultural communication, public policy, delivery of health services, gerontology, long-term care and managed care, the administration of programs for older adults.
Herbert Leonard Johnson, Ph.D., University of Arkansas. Professor. Comparative international management, international business and management, strategic and operations management.

William C. Johnson, Ph.D., Arizona State University. Professor. Marketing management, marketing strategy, international marketing, sales management, marketing theory, industrial marketing.


Richard L. Kelsey, Ph.D., University of Washington. Director of doctoral programs, professor. Financial and managerial accounting, auditing, information systems, international and behavioral accounting, investments.

Timothy Osbourne McCartney, Ph.D., University of Strasbourg, France. Associate professor. Organization behavior, organization development, stress management, psychology, conflict management, effective communication, leadership development.

Walter B. Moore, Ph.D., University of Nebraska. Associate professor. Auditing, financial, managerial, cost, nonprofit, and international accounting, taxation.

Ronald Needleman, Ph.D., City University of New York. Director of doctoral research, professor. Research methods, municipal finance, econometrics-statistics, local government relations, public and fiscal policy.

Pedro E. Pellet, Ph.D., University of Miami. Associate professor. Economics, political sciences, statistics.


Robert C. Preziosi, D.P.A., Nova University. Professor. Creativity, high-performance organizations, human resource development, leadership education, productivity management.


Art Weinstein, Ph.D., Florida International University. Professor. Marketing management, international marketing, market segmentation, marketing research, marketing strategy.

Pan G. Yatrakis, Ph.D., New York University. Associate professor. International business, financial management, managerial economics, financial decision making.

"The two years spent in the Health Services Administration Program were educational, enlightening, and entertaining. The mix of instructors included recognized experts in their respective disciplines who stayed current and timely with their subject matter and presentations. My most valued experience is the relationships that were made with classmates. The cross section of health care professionals in our group became more than classmates, they became friends. I look forward to maintaining my relationship; not only with my classmates, but also with NSU and the School of Business and Entrepreneurship."

Richard L. Rovere, M.S./HSA, '97
Chief Operating Officer
Pediatric Associates
ADMISSION

The goal of the admission process is to identify candidates who exhibit high potential for success in the business environment. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their undergraduate GPA in the form of official undergraduate transcripts, official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) if applicable, and their professional experience as described in the application. For a detailed summation of the admission policies and procedures, please see pages 19-21.

Undergraduate Foundation Courses
Not everyone pursuing an M.S./HSA has an undergraduate degree in a related field. Liberal Arts or Business are samples of the backgrounds M.S./HSA candidates possess. The M.S./HSA does require that students be prepared with knowledge in financial accounting, principles of finance, and business statistics before taking the graduate level course in that discipline. In some cases, this foundation knowledge is built into the HSA program. Individuals requiring information on how to best fulfill the prerequisite courses are encouraged to speak with a representative from the Office of Marketing and Student Development, (954) 262-5100 or 800-672-7223, Ext. 5100.

Internship
For those choosing the internship as their capstone course, the internship component is an integral part of the M.S./HSA program. The internship is more than just working in a job, it is the opportunity to go through a process of self-exploration. This opportunity affords you the forum to gain practical health services experience, establish important contacts in the health services community, and satisfy requirements for the nursing home administration license; in addition to the academic credit you acquire. Participating organizations enjoy the presence of highly motivated M.S./HSA students who may become candidates for future employment.

The internship can provide:
• opportunities to use your newly acquired business skills gained through course work;
• a bridge between your studies and your career;
• a venue for evaluating new career options;
• an opportunity for self-discovery.

The following are a few of the many organizations sponsoring students in the internship program:
HIP of Florida
Northwest Regional Medical Center
Jackson Memorial Hospital
Baptist Hospital
Humana Health Care Plans
South Miami Hospital
Transfer Credit
A maximum of six semester hours (two courses) of resident graduate-level credit taken at other regionally or nationally accredited institutions may be applied toward a master's degree at Nova Southeastern University. Transfer credit must be reviewed and approved as graduate-level credit by the director of the M.S./HSA program. Graduate students desiring transfer credit must submit a written request for evaluation to the M.S./HSA program director. The students are asked to send a photocopy of the course description with the written request.

International Students
The SBE community is truly multicultural, with students coming from many different countries. The SBE welcomes this diversity, and encourages international students to consider our programs for their educational pursuits. The professional and cultural experiences of international students enhance the learning environment, providing depth and character to the curriculum. International students choosing to pursue their studies at our Fort Lauderdale location are required to fulfill specific requirements. All international students residing in the U.S. must attend classes on the campus in Fort Lauderdale. For international students whose native language is not English, a score from the Test of English as a Foreign Language (TOEFL) is required (see page 20).

International students must also submit a Free Application for Federal Student Aid (FAFSA), stating that sufficient funds are available for financing the program of study, and transcripts showing specific subjects taken and the grade earned in each. Financial assistance is usually not available to international students. Visa documents cannot be issued until an appropriately certified form is provided indicating that the student has the financial resources necessary for the program of study. If grades are expressed in other than the American system, a statement from the school must accompany the transcript showing conversion to As, Bs, Cs, etc. Diplomas, certificates, or general letters indicating attendance at a school will not substitute for transcripts.

Furthermore, all international student applicants attending classes on campus must submit transcripts and documents from foreign institutions to World Educational Services, Inc., for a multi-purpose evaluation of the degree earned and the institution granting it. Application forms for this may be requested from the Office of the University Registrar.

“My training at the School of Business and Entrepreneurship exceeded all my expectations of an educational experience. From real-world faculty with theoretical perspectives to the School’s impeccable reputation—the program was excellent. Additionally, the program’s scheduling and location allowed me to pursue graduate education without sacrificing the needs of my career and family. Thank you to all who made this a most enjoyable part of my professional career.”

Christine McAdoo, Student Consultant
Abbott Laboratories
FINANCING

There are many ways of financing an M.S./HSA program, therefore the cost alone should not necessarily deter or factor into your decision. Professional and personal long term benefits usually prove well worth the investment of time and money. If you are working, you may find that you can pursue the program under a tuition reimbursement plan from your company. Many students, however, find that they need some type of financial assistance.

Information on financial assistance and scholarship availability can be obtained from the Office of Student Financial Aid. Individuals applying for any type of financial assistance must fill out the Nova Southeastern University financial aid application and a Free Application for Federal Student Aid (FAFSA).

Federal Stafford Loan, formerly Guaranteed Student Loan (GSL) is available to half-or full-time students demonstrating need. The maximum amount that a graduate student may borrow per academic year is $10,000. The unsubsidized Federal Stafford Loan is also available regardless of need. Up to $8,500 per academic year may be borrowed.

Students with questions concerning financial assistance are encouraged to contact:
Nova Southeastern University
Office of Student Financial Aid
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
(954) 262-3380
800-522-3243

For a complete disclosure of fees, please call the Office of Marketing and Student Development at 800-672-7223, ext. 5100.

Veterans' Benefits
The Office of the University Registrar handles applications and enrollment for students entitled to veterans' benefits. Eligible dependents should contact the Office of the University Registrar at (954) 262-7241 or 800-541-6682, Ext. 7241.

HOUSING

Information on housing for graduate students can be obtained from:
Nova Southeastern University
Office of Residential Life
3301 College Avenue
Fort Lauderdale, Florida 33314-7796
Housing is limited by program and availability. For further information, call 800-541-6682, Ext. 7052.
The Einstein Library, on NSU's main campus, houses the university's major collection of books and journals in the humanities, business, and sciences. More than 35 specialized indexes in CD-ROM format are available in-house, and an additional 60 databases are available to distance students via the Internet. The online book catalog is also available for remote searching. The library is a member of SEFLIN and FLIN, cooperative library networks that provide fast access to materials from other institutions throughout Florida. The Einstein Library is a cooperating library of the Foundation Center in New York, giving students access to a special collection for grants and foundation research.

To supplement its collection, the Einstein Library has lending agreements with two large research libraries in the Midwest: Wayne State University and the University of Michigan's document delivery service, MITS. These libraries will provide document delivery services for NSU's distance students, in effect greatly expanding the collection of NSU's library system. These two institutions have combined holdings of over 10 million volumes, and 125,000 journal subscriptions. The catalogs of these institutions can be searched directly, and there are links to these catalogs from the Book Catalogs section of the Electronic Library.

All requests for materials should be sent to the Einstein Document Delivery department (use blue library request forms if you are on campus, use the online forms or e-mail requests to library@nsu.nova.edu if you're a distance student). Materials may also be ordered by toll-free fax or regular mail.

The Einstein Library provides off-campus students with most of the library services available to on-campus students. Students may order books, journal articles, dissertations, and reprints of papers; search catalogs; search indexes; and speak directly with a reference librarian. Librarians also travel with SBE technology staff to cluster sites to provide information about services to distance students and training in the use of the online databases.

One of the university's major computer resources, the MicroLab located on the main campus, offers hardware and software resources for course work and workshops based on applied microcomputer technology. The lab has the most popular microcomputers—IBM, Gateway, Zenith, and Apple—and online facilities are available for access to the UNIX operating system. Labs are available on both the main and east campuses for registered students, providing various software packages—computer-assisted instruction, word processing, database management, electronic spreadsheet, and statistical programs. For a description of our computing facilities see the SBE Overview, page 16.
Mr. David H. Rush, Chairman  
*Rush Holdings*

Mr. Ronald G. Assaf, Vice Chairman  
*Sensormatic Electronics*

Mr. Ronald H. Abraham  
*Associated Financial Consultants, Inc.*

Mr. Joseph C. Amaturo  
*Amaturo Group, Ltd.*

Carlos J. Arboleya  
*Barnett Bank of Florida*

John P. Bauer  
*Basic Food International, Inc.*

Mr. Mitchell W. Berger  
*Berger, Davis, and Singerman*

Donald E. Bowen  
*Urban League*

Michael A. Carricarte  
*Amedex Worldwide*

Mr. James R. Cassady  
*NationsBank*

Steven M. Cohen  
*HIP Health Plan of Florida*

Mr. Michael S. Egan  
*Dancing Bear Investments*

Itchko Erratti  
*G.L. Homes of Florida*

Mr. Leonard L. Farber  
*Leonard L. Farber, Inc.*

Ms. Sherry L. Friedlander  
*Business in Broward*

Ms. Linda L. Gill  
*Gill Hotels*

Mr. H. Wayne Huizenga  
*Republic Industries*

Mr. Kenneth V. Knight  
*Leisure Fund, Ltd.*

Mr. Randolph W. Lenz  
*Equity Merchant Banking Corp., L.C.*

Charles B. Pearlman  
*Atlas, Pearlman, Trop & Borkson*

Mr. Hamish C. Reed  
*Branches Medical, Inc.*

Mr. John W. Ruffin Jr.  
*JD Ruffin & Associates, Inc.*

Jolyn H. Sellers  
*Prudential Securities Inc.*

Mr. Thomas H. Shea  
*Right Associates*

Mr. Jack A. Smith  
*The Sports Authority, Inc.*

Mr. Roy D. Smith, A.I.A.  
*Roy D. Smith & Associates, P.A.*

Mr. Allan C. Sorensen  
*Interim Services, Inc.*

R. David Thomas  
*Wendy's International*

Norman D. Tripp  
*Tripp, Scott, Conklin & Smith*

Mr. Wil Trower  
*North Broward Hospital District*

Mr. Thomas M. Twoerger  
*Clyde Air*

Mr. August Urbanek  
*August Urbanek Investments*
GMP 5020 Managing Organizational Behavior (3 cr.)
Students will gain a working knowledge of how to manage personal, interpersonal, and group processes and by having the interpersonal skills to assume responsibility for leading and promoting teamwork among diverse stakeholders. Students will learn to manage individual and group behaviors in improving organizational productivity and performance; and through experiential learning, to integrate home, work and educational observations and experiences and to convert them into proactive practical applications for growth and renewal.

GMP 5030 Managing Human Resources (3 cr.)
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.

GMP 5081 Health Care Finance and Budgeting (3 cr.)
The fundamentals of health care finance are studied including, but not limited to, rate of return analysis, capital finance, long-term assets, inventory valuation and management, and financial forecasting. Students are expected to select and evaluate health care financial statements.

GMP 5425 Health Services and Informatics (1 cr.)
This course integrates strategic thinking with information systems structure and information management. Objectives include the development of strategic insight and an appreciation of the pervasive nature of information flow as an integrating force within the organization and the methods by which its enhancement furthers attainment of the strategic goals of the enterprise and promotes the well-being of the community at large. The student would bring open attitudes toward the role of information in health care, and should be prepared to think beyond known models and products.

GMP 5426 Integrated Health Systems Analysis (3 cr.)
This course offers analyses of the major restructuring in health care delivery and financing systems. Students will study the underlying premises and assumptions of integrated delivery systems. Major outcomes of the course are to determine managerial effectiveness and increase the value of health care organizations to communities.

GMP 5430 Health Administration and Management (3 cr.)

GMP 5440 Health Policy Development (3 cr.)
The course investigates the linkages between the issues facing health professionals and the policies developed to deal with these issues. The roles of research and evaluation as they affect planning and the impact of regulatory agencies, as well as other sociopolitical factors in health policy, will be examined.
GMP 5443 Economics of Health Services (3 cr.)
Every student will demonstrate an understanding of the laws and principles of economics at the micro and macro levels and their impact on health service organizations. Topics to be studied include national health insurance plans and national health policies.

GMP 5445 Health Research and Evaluation (3 cr.)
This course introduces the student to basic concepts and principles of research. The student will be able to analyze typical research reports in the field and to prepare a research project. **Prerequisite:** Business Statistics or GMPF 5002.

GMP 5447 Principles of Managed Care (3 cr.)
This course offers the acquiring and applying of principles of marketing to practical problems and situations in a variety of health care organizations. Among the assignments is developing and defending a market plan based on a strategic plan of the organization. Approaches to quality assessment of health services and cost constraints in a competitive environment are also analyzed.

GMP 5475 Strategic Management of Health Care Organizations (3 cr.)
Students will use financial forecasting computer software to facilitate decision making about health care organizations. They will lead discussions about the interpretation of financial statements and ratios, administrative charges, and strategic planning. Pro forma models are extensively used.

GMP 5951 Management Information Systems for Health Administration (3 cr.)
This course reviews the use of computers in the health care industry. The student will learn different types of computer systems and the use of software packages.

GMP 5102 Value Integration (4 cr.)
Students will develop the leadership skills to assume individual responsibility for effectively creating and producing appropriate regional, national or global organizational outcomes; and skills in reflective thinking and critical analysis (e.g., using action research methods and tools) to convert organizational core competencies into organizational performance consistent with an organizations vision. **Prerequisites:** All other required courses.

GMP 5108 Internship Program 4 cr.
Students have an opportunity to apply business concepts and principles that have been accumulated in the classroom to the business sector, establish important contacts within the business community, and go through a process of self-exploration. The internship represents a total of 240 hours for the M.B.A. and M.I.B.A. programs, and 350 hours in the M.S./HSA and M.P.A. programs. Students in the M.S./HSA program pursuing a nursing home administration license must complete 550 hours in the Internship Program. The Internship must be in an applied ongoing visitation to a bona fide business entity where the student/intern will assume job accountabilities, enabling the student/intern to initiate the application of skills and knowledge in a chosen discipline. **Prerequisites:** Full matriculation and completion of 21 credits toward the appropriate degree.
The goal of the admission process is to identify candidates who exhibit high potential for success in the business environment. Applicants are evaluated on the basis of demonstrated academic achievement as evidenced by their undergraduate GPA in the form of official undergraduate transcripts, official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) if applicable, and their professional experience as described in the application.

Admission requirements for applicants wishing to matriculate in any master’s program offered by the School of Business and Entrepreneurship are listed below.

1. Submit a graduate admission application form, completely filled out, with a nonrefundable application fee.
2. Provide official transcripts in English of previous college work, received directly from each institution attended. If transcripts were issued under a previous name, please attach a note to your application indicating this. Unofficial transcripts may be initially submitted to attain provisional acceptance. Transcripts and all information concerning admission to the program should be sent to: Nova Southeastern University, Office of Student Services, School of Business and Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
3. Own or have access to a personal computer and modem that can be used to complete course work, and have a fundamental understanding of computers.

*Instructions will be provided upon receipt of application.

**Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master’s admission section titled “Degree-Specific Test Requirements.” The GRE score is based on the sum of the verbal and quantitative section scores.

Provisional acceptance may be granted for 45 days by submitting copies of college transcripts showing the degree conferred (official transcripts must be received within 45 days of application) and/or the examinee copy of the score report from the GMAT, GRE, or TOEFL (official score report must be received within 45 days of application). Students with provisional acceptance may register for one term. Registration for future terms is contingent upon receipt of the above documents.

In addition to items 1, 2, and 3 above, the following criteria apply. The program director reserves the right to request additional information from the applicant.

Graduates of Regionally Accredited Institutions
Applicants with an undergraduate degree from a regionally accredited institution will be considered for admission with:

- A GPA of 2.5 or greater overall (or in the last 60 hours) on a 4.0 scale or
- A GMAT score of 450 or greater** (or GRE score of 1,000 or greater**)

Applicants whose undergraduate GPA is greater than or equal to 2.25 but less than 2.5 from a regionally accredited institution and whose GMAT** score ranges from 440 to 450 (or GRE score ranges from 980 to 1,000**) will be considered for admission with:

- A score of 400 or greater on the professional portfolio* and
- A career essay*

Applicants whose undergraduate GPA is less than 2.25 and GMAT score is less than 450 (or GRE score is less than 1,000**) are encouraged to take the appropriate steps to raise their GPA and/or test score to be considered for admission.
Applicants may be eligible for admission through corporate sponsorship. Corporate sponsorship means the applicant has been identified as eligible for reimbursement and is recommended for management-level development through the SBE's master's programs by the sponsoring company. A letter on company stationery verifying corporate sponsorship, signed by the corporate tuition benefits officer or appropriate human resources official, must accompany the application.

Applicants with a master's degree from a regionally accredited institution or a foreign degree that is equivalent (a professional evaluation may be required) will be considered for admission on the basis of an official transcript showing the degree conferred.

Graduates of Non-Regionally Accredited Institutions
Applicants with an undergraduate GPA of 2.5 or greater on a 4.0 scale from non-regionally accredited institutions and a GMAT** score greater than 450 (or GRE score greater than 1,000**) must submit a career essay* to be considered for admission.

Applicants whose undergraduate GPA is less than 2.5 and GMAT score is less than 450 (or GRE score is less than 1,000**) are encouraged to take the appropriate steps to raise their GPA and test score to be considered for admission.

Graduates of Foreign Institutions
Applicants with undergraduate degrees from a foreign institution may be considered for admission with:

- Determination that the degree is equivalent to a U.S. baccalaureate degree (a professional evaluation may be required) and
- Determination that the GPA is 2.5 or greater on a 4.0 scale (a professional evaluation may be required) or
- A GMAT** score of 450 or greater (or a GRE score of 1,000 or greater**)

*Instructions will be provided upon receipt of application.
**Applicants who are required to submit a GMAT or GRE score should refer to the listing at the end of the master's admission section titled "Degree-Specific Test Requirements." The GRE score is based on the sum of the verbal and quantitative section scores.
Degree-Specific Test Requirements
Information regarding the GMAT or GRE can be obtained from Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08541-6000 (GRE).

Master of Business Administration—GMAT
Master of Accounting—GMAT
Master of International Business Administration—GMAT
Master of Public Administration—GMAT or GRE
Master of Science in Human Resource Management—GMAT or GRE
Master of Science in Health Services Administration—GMAT or GRE

Test scores that date more than five years prior to the date of program application are not valid.

Notice of Nondiscrimination
Nova Southeastern University admits students of any race, color, sex, age, nondisqualifying disability, religion or creed, or national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

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 404-679-4501) to award bachelor’s, master’s, educational specialist, and doctoral degrees.
MESSAGE TO THE APPLICANT

1. Type or print in ink all information required on this application and return with the nonrefundable $50 fee payable to Nova Southeastern University.
2. Request to have your official transcripts sent directly to the School of Business and Entrepreneurship.
3. If you have GMAT or GRE scores, please have an official copy of the report forwarded to SBE from the Educational Testing Service in Princeton, New Jersey. (Please check admission criteria to determine which test is required.)
4. Submit corporate sponsorship letter as outlined in the admission requirements.

Expected starting date / Location
Month Day Year

Social Security number

Name Last First Middle/Maiden

Current mailing address Number and street City

County State ZIP Telephone

Permanent mailing address Number and street City

County State ZIP Telephone

Date of birth Male Female

Name

Address

Home telephone Business telephone Ext.

When did you take, or when do you plan to take, the GMAT/GRE?

Please check the program for which you are applying.

☐ M.B.A. ☐ Specialization (with degree):
  ☐ Weekend ☐ Certificate (non-degree-seeking):
  ☐ Online ☐ Special student:
  ☐ One-year day ☐

☐ M.Acc.
☐ M.B.A.
☐ M.S./HRM
☐ M.P.A.
☐ M.S./HSA
### EDUCATION

List in reverse order (most recent first) all colleges and universities attended. An official transcript must be submitted for course work taken.

<table>
<thead>
<tr>
<th>Name of college</th>
<th>State</th>
<th>Date started (Mo./Yr.)</th>
<th>Date ended (Mo./Yr.)</th>
<th>Major field</th>
<th>Degree (Mo./Yr.)</th>
<th>GPA</th>
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Do you intend to transfer any graduate-level credits toward your master's degree?

- [ ] Yes
- [ ] No

If yes, list:

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<tr>
<th>Course number</th>
<th>Title</th>
<th>Institution</th>
<th>Dates</th>
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- [ ] U.S. citizen
- [ ] Nonresident alien
- [ ] Resident alien (include copy of card)

Do you require an I-20 visa?

- [ ] Yes
- [ ] No

If you have a visa, indicate status code:

Country of citizenship:

Native language:

Additional procedures are required for admission of nonresident alien students.

Please contact the Office of Student Services for further details at (954) 262-5017.

*Please include evidence of financial support.

### CITIZENSHIP STATUS

- [ ] U.S. citizen
- [ ] Nonresident alien
- [ ] Resident alien (include copy of card)

Do you require an I-20 visa?

- [ ] Yes
- [ ] No

If you have a visa, indicate status code:

Country of citizenship:

Native language:

Additional procedures are required for admission of nonresident alien students.

Please contact the Office of Student Services for further details at (954) 262-5017.

*Please include evidence of financial support.

### ETHNIC ORIGIN DATA

(This information is requested for reporting purposes only.)

- [ ] Hispanic origin
- [ ] Asian or Pacific Islander
- [ ] American Indian or native Alaskan

Check one of the following:

- [ ] White (not of Hispanic origin)
- [ ] Black (not of Hispanic origin)
- [ ] Hispanic origin

### APPLICANT STATUS AT TIME OF APPLICATION

First time attending Nova Southeastern University?

- [ ] Yes
- [ ] No
How did you hear about your intended program of study at NSU?

- Newspaper  
- Internet  
- Employer  
- Magazine  
- Relative  
- Direct-mail  
- Radio  
- Reputation  
- Other  

EMPLOYER'S NAME AND ADDRESS

Name: ____________________________________________
Address: ____________________________________________
Your title/primary responsibility: ________________________________
Business telephone ( ): ________________________________

FINANCIAL AID

Have you applied for financial aid?  
- Yes  
- No

Have you filed a College Scholarship Service Financial Aid Form (FAF)?  
- Yes  
- No

If yes, when was it mailed to Federal Student Aid Programs?  ________________________________ Date

COMPUTER LITERACY AND ACCESS

- Yes, I am computer literate and have access to a computer and modem to complete course work.  
  My e-mail address is: ____________________________________________

- Yes, I am computer literate and have access to a computer and modem to complete course work.  
  I require an e-mail address through the SBE.

- Yes, I am computer literate but do not have access to a computer and modem to complete course work.

- No, I am not computer literate.

Applicant's signature: ________________________________  Date: ________________________________

I declare that the above information, to the best of my knowledge, is complete and accurate. I agree to abide by all rules and regulations of Nova Southeastern University.

Applicant's signature: ________________________________  Date: ________________________________

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 404-679-4501) to award bachelor’s, master’s, educational specialist, and doctoral degrees.
AS PART OF THE APPLICATION PROCESS, THE QUESTIONS BELOW MUST BE ANSWERED AND SUBMITTED WITH YOUR MASTER’S ADMISSIONS APPLICATION.

What do you hope to achieve by attaining your graduate degree?

What skills, knowledge, and professional experience do you bring with you to the classroom?

What skills and knowledge do you expect to gain from your graduate education?
TRANSCRIPT REQUEST FORM

Student: It is your responsibility to request a transcript from your previous school(s). Fill in the blanks on both parts. We suggest that you call your previous school(s) to find out if a fee should accompany this transcript request form. Mail the entire form and any fee required to your previous school(s).

Previous school or college:

Please send an official transcript of my academic work while attending your institution to the School of Business and Entrepreneurship at Nova Southeastern University.

A. I attended your school from ____________ to ____________

B. While in attendance, my name was _______________________________

C. My student identification number was ____________________________

________________________________________
Signature

PREVIOUS SCHOOL: PLEASE RETURN THIS FORM WITH TRANSCRIPT. THANK YOU.

TRANSCRIPT TRANSMITTAL FORM

Social Security number ____________________________ Date ____________________________

Name ____________________________

Last ________________ First: ________________ Middle/Maiden ________________

Address ____________________________

City ____________________________ State ________________ ZIP ________________

PLEASE SEND ___ COPIES TO: NOVA SOUTHEASTERN UNIVERSITY, School of Business and Entrepreneurship, Office of Student Services, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.