

1995

Division of Public and Health Services Administration HSA/MPA

Nova Southeastern University

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**DIVISION OF
PUBLIC & HEALTH
SERVICES
ADMINISTRATION**



H S A / M P A



DEAN'S MESSAGE

The business world continues to become more complex, continually using advanced levels of technology. In addition, the market has truly become global in scope. The School of Business and Entrepreneurship (SBE) is committed to preparing master's and doctoral students to be strong competitors in this challenging marketplace. The programs at SBE stand apart from others for a few significant reasons.

First, the programs emphasize entrepreneurial, innovative, and creative applications taught by professors who bring to the classroom a mix of research and business experience. Second, the flexible delivery systems were designed to meet the needs of the working professional, the full-time student, and individual organizations. Finally, although we have grown large in size, we continue to provide individual attention to ensure the success of our students.

At the School of Business and Entrepreneurship at Nova Southeastern University we are committed to serving as your partner in the business world. The SBE seeks students who are energized by our spirit of entrepreneurship and who share our excitement about the future of leading and managing in the 21st century. Should you choose the SBE, we will provide the foundation of knowledge, skills, and experience on which you may build your future.

Randolph Pohlman, Ph.D.
Dean
School of Business and Entrepreneurship



The largest independent institution of higher education in Florida, Nova Southeastern University (NSU) offers a continuum of programs from birth through the retirement years. Sustained by a mission to educate students for leadership in a variety of professions, the Nova Southeastern story is one of remarkable accomplishment.

Chartered in 1964 as a graduate school in the sciences, Nova enrolled 17 students in its first class and had a first-year budget of approximately \$800,000. Six years later, its first Ph.D. students graduated, and the first master's programs began. University School also was established, providing educational programs from preschool through high school. In 1971, the first undergraduate courses were offered, and a year later Nova began its first "field-based" or off-campus program—the National Ed.D. Program for Educational Leaders. In 1974, the Shepard Broad Law Center admitted its charter class.

In 1994, Nova University merged with Southeastern University of the Health Sciences to become Nova Southeastern University, adding programs in the health professions (osteopathic medicine, optometry, pharmacy, and allied health). As a result of this merger, NSU has

become the 20th-largest private university in the nation.

With an annual budget in excess of \$190 million, the University incorporates 15 academic centers—including the Health Professions Division (which houses the centers for Pharmacy, Optometry, Osteopathic Medicine, Dentistry, Medical Sciences, and Allied Health), School of Business and Entrepreneurship, Farquhar Center for Undergraduate Studies, Shepard Broad Law Center, Oceanographic Center, Fischler Center for the Advancement of Education, Family and School Center, Center for Psychological Studies, School of Social and Systemic Studies, and School of Computer and Information Sciences. In addition to on-campus programs, Nova Southeastern serves students at off-campus locations throughout Florida, in more than 20 other states, and in many foreign countries. Enrollment now exceeds 14,500—while more than 50,000 call NSU their alma mater.

THE SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

The School of Business and Entrepreneurship delivers programs both on and off campus, throughout Florida, in nine states, and in five foreign countries. Locations where graduate programs are or will be offered include the Bahamas, Canada, Germany, Jamaica, and Thailand. All programs offered by the school are available on East Campus, while a variety of master's and doctoral programs are delivered via off-campus "clusters." A cluster is a group of students pursuing similar degree objectives. Open clusters are made up of students from a variety of backgrounds and organizational settings, meeting at a convenient location in a specific city. Corporate clusters are usually made up of students in the same profession employed by a single firm or consortium of companies.

The School of Business and Entrepreneurship employs a variety of delivery systems to meet student and organizational needs. Full-time students attend classes on weekdays, while working professionals usually attend classes utilizing an alternate weekend format. All programs incorporate computer-mediated techniques and employ telecommunications where appropriate.

In keeping with the NSU tradition of innovation in education, new students will be required to obtain online computer accounts. Consequently, you must have access to a computer with a modem.

Initially, your account will allow you to access all SBE administrative and services personnel as well as communicate with faculty members who prefer this mode of communication. In addition, your account will allow access to the NSU library, for online literature searches, papers, and books, while providing full access to the Internet.

While students are currently provided NSU SBE online academic computing system accounts at no direct cost, an additional fee to access certain NSU resources, including the Internet may apply.



THE SCHOOL OF BUSINESS



MASTER'S DIVISION

The educational emphasis of the School of Business and Entrepreneurship's master's division is on general management skills and technologies designed to meet the professional needs of middle- and upper-level management personnel. The design of the curriculum recognizes the significant common elements of management in complex organizations in all sectors of society through a common core of courses.

PROGRAMS

- Master of Accounting
- Master of Business Administration
- Master of Business Administration/Management Information Systems
- Master of International Business Administration
- Master of Public Administration
- Master of Science in Health Services Administration
- Master of Science in Human Resource Management
- Master of Science in Medical Management

The School of Business and Entrepreneurship also offers select full-time master's programs for individuals who wish to enter graduate school directly from undergraduate school, who possess fewer than three years' professional experience, or who are changing careers.

JOINT J.D./MASTER'S DEGREE

Students enrolled in NSU's Shepard Broad Law Center may earn their master's degree in select School of Business and Entrepreneurship programs. The joint J.D./Master's degree program is unique in that students may earn both degrees during a three-year period—business courses are taken on weekends during their second and third years of law school study. Students must meet admission requirements of the Shepard Broad Law Center before being accepted in the joint program.

FINANCING YOUR DEGREE AT NSU

Tuition is due and payable at the time of registration. Please refer to the insert titled "Tuition Schedule" for a full disclosure of fees.

Students who are employed full time should investigate their employer's policy on support for graduate education.

Information on financial assistance and scholarship availability may be obtained from the Office of Student Financial Aid. Individuals wishing to apply for any type of financial assistance must fill out the Nova Southeastern University financial aid application and a Free Application for Federal Student Aid. Perkins National Direct Student Loans (NDSLs) are available to full-time graduate students in amounts up to \$1,500 per academic year. Stafford Guaranteed Student Loans (GSLs) are also available to half- or full-time students demonstrating need. The maximum amount that a graduate student may borrow per academic year is \$8,500. The Unsubsidized Supplemental Loan for Students (SLS) is also available, regardless of need. Up to \$10,000 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
or toll free
800-522-3243

VETERANS' BENEFITS

The Office of the University Registrar handles applications and enrollment certificates for students entitled to veterans' benefits. Eligible veterans and veterans' dependents should call the Office of the University Registrar at 800-541-6682, Ext. 7241.

AND ENTREPRENEURSHIP

DOCTORAL DIVISION

The educational emphasis of NSU's professional doctoral degree programs is on strategic planning and management decision making and problem solving. The professional orientation of the doctoral programs encourages the application of classical theory and research methodology to problems of strategic planning and decision making by high-level corporate and public agency personnel. The curriculum of the programs is carefully balanced to ensure the depth and rigor associated with doctoral education across fields. Graduates have become recognized leaders in business and industry, government, and education.

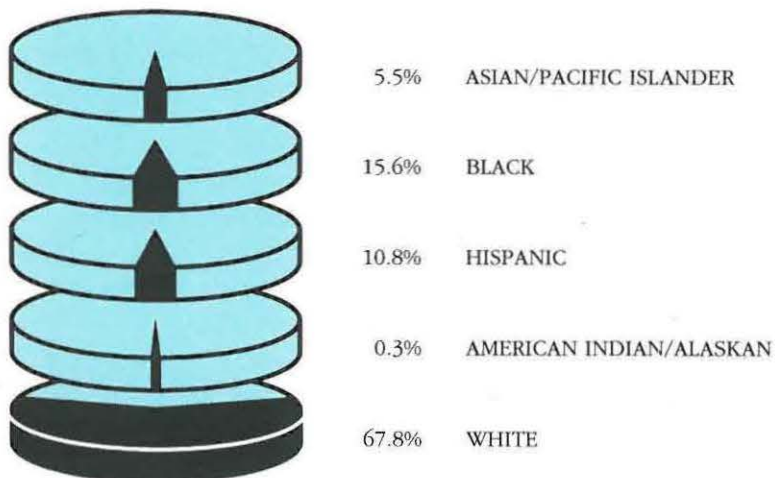
PROGRAMS

- Doctor of Business Administration
 - Career Option:
 - Accounting
 - Finance
 - Health Services
 - Human Resource Management
 - International Business
 - Marketing
 - Information Technology Management
- Doctor of Public Administration
- Doctor of International Business Administration



From the campus in Fort Lauderdale, the School of Business and Entrepreneurship reaches out to the international business community, offering innovative graduate programs tailored to specific corporate needs.

ETHNIC DISTRIBUTION OF STUDENTS IN NSU'S SCHOOL OF BUSINESS AND ENTREPRENEURSHIP



FACULTY

Faculty members, both full-time and adjunct, have earned doctorates in their respective fields, and combine academic training and research with practical business and managerial experience. As a group, the faculty is highly responsive to the practical concerns of both students and the business community. Faculty members stress relevant application of theory to problem solving and decision making in courses, seminars, and workshops.

ENTREPRENEUR HALL OF FAME

The School of Business and Entrepreneurship sponsors an annual recognition program honoring outstanding entrepreneurs' contributions to business growth and their philanthropic efforts to enhance the community's quality of life. Honorees are formally inducted into the NSU Entrepreneur Hall of Fame.

Inductees to the Entrepreneur Hall of Fame include the following:

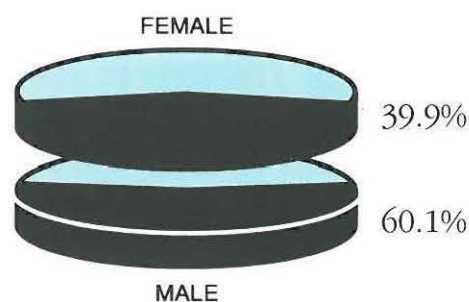
- 1990: Leonard L. Farber
George W. "Bob" Gill
August Urbanek
- 1991: Alexander W. Dreyfoos, Jr.
Dr. Louis W. Parker
David H. Rush
- 1992: Shepard Broad
H. Wayne Huizenga
R. David Thomas
- 1993: Ronald G. Assaf
Robert L. Elmore
Garth C. Reeves
- 1994: Joseph C. Amaturio
Michael S. Egan
Dr. Phillip Frost
- 1995: Jack A. Smith
Armando M. Codina
Jim Moran
- 1996: Hans J. Hvide
Frederick G. Ruffner Jr.
Kay Smith

MEMBERSHIPS

- American Assembly of Collegiate Schools of Business
- American Council on Education
- Association of Collegiate Business Schools and Programs
- College Entrance Examination Board
- Council of Graduate Schools of the United States
- Council on Postsecondary Accreditation
- Florida Association of Colleges and Universities
- Independent Colleges and Universities of Florida
- National Association of Schools of Public Affairs and Administration
- National Management Association

LIBRARY RESOURCES

The Albert and Birdie Einstein Library houses the University's major collection of books and journals in the humanities and sciences. Its more than 70,000 volumes can be searched through the library's computer catalog. Additionally, more than 20 specialized indexes in CD-ROM format are available, as is dial-up access to the online catalog. The Einstein Library is equipped to perform online literature searches using DIALOG information databases, and reference librarians will assist students in structuring searches. The library is a member of SEFLIN, a cooperative library network that speeds access to materials from other institutions throughout southeast Florida. The Einstein Library has also been named a cooperating library of the Foundation Center in New York, giving students access to a special collection for grants and foundation research.



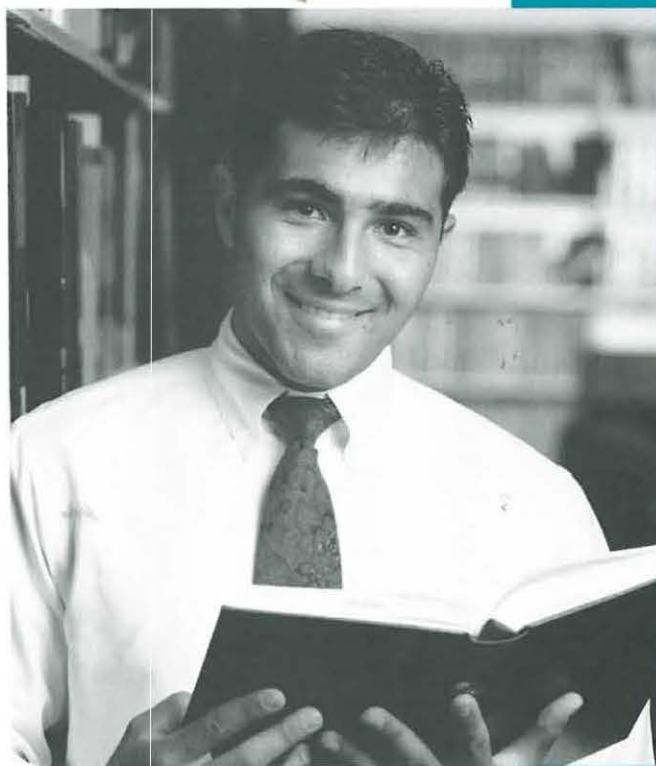
GENDER DISTRIBUTION OF STUDENTS
IN NSU'S SCHOOL OF BUSINESS AND ENTREPRENEURSHIP

In addition to the Einstein Library, the University houses the William Springer Richardson Library at the Oceanographic Center, the University School Media Center, and the Law Library of the Shepard Broad Law Center. Students may obtain many different services by accessing the Electronic Library through the campus UNIX system by using their own computer and modem.

The Health Professions Division Library is located on the first floor of the Library/Laboratory Building at the HPD complex on the Main Campus. It contains card and computerized catalogs of holdings, more than 11,000 book titles, 783 active journals, and more than 800 audio and video tapes. The library is a member of DOCLINE, which is the National Library of Medicine's online, interlibrary loan service, coordinating with medical libraries in the United States.

DISTANCE LIBRARY SERVICES

Distance Library Service (DLS) is a department of Nova Southeastern University's Library that provides off-campus students with most of the library services available on campus. Students may order books, request articles, search catalogs, search indexes, and even talk directly with a reference librarian. The DLS office can be used by any NSU student who lives south of the city of Kendall or north of Broward County via personal computer and modem. To contact DLS by phone, call 800-541-6682, Ext. 4602. If you do not have an account to access the UNIX system, ask your cluster coordinator for assistance.





*William Vasquez, D.B.A., '92
President, International
Alumni Association*

INTERNATIONAL ALUMNI ASSOCIATION

Consistent with the School of Business and Entrepreneurship's mission, the NSU International Alumni Association furthers graduates' professional and intellectual growth and also serves to enhance their visibility in the community. It goes far beyond the traditional expectations of similar organizations. The long-range intent of the association is to develop and promote continuing education programs for alumni. It also encourages active participation of graduates in organizing regional workshops, addressing pertinent issues in the various professions and supporting University programs, locally and regionally.

EMPLOYERS OF MASTER'S AND DOCTORAL GRADUATES

School of Business and Entrepreneurship graduates can take advantage of a truly global network. Business graduates occupy some of the most important executive positions nationally and internationally. University alumni include college presidents, chancellors, provosts, deans, judges, legislators, school superintendents, a state commissioner of education, and numerous other leaders and executive officers within private and public organizations.

The following are but a few of the organizations employing NSU students and alumni:

Allstate
AMAX
American Bankers Insurance Group
American Express
American Transtech
American University
AT&T
Australian Catholic University
Baptist Hospital
Bell South
Boeing Aircraft
Burger King
Busch Gardens
Campbell Soup Company
Cape Coral Hospital
Citicorp
Coca-Cola
Computer Sciences Corporation
Computer Sciences Raytheon
Cordis Corporation
Coulter Electronics
Disney World

EG&G
Exxon-Gillette
Fairchild Weston Systems
Florida Institute of Technology
Florida International University
Florida Power Corporation
Food Machine Corporation
FPL
General Electric
General Mills
W.R. Grace
Grumman
GTE Corporation
Harris Corporation
Hewlett Packard
Hughes Aerospace
Humana Health Care Plus
Hyundai Electronics
IBM
Jackson Memorial Hospital
John Alden Financial Corporation
Johnson and Johnson
Johnson Control
Kaiser Bauxite
Kaiser Engineering
Knight-Ridder
Lenox
Lockheed MSC
Martin Marietta
McDonnell Douglas
Mobil
Modcomp
Motorola
Mountain Bell
NASA
National Cash Register
NationsBank
NERCO
Norand Corporation
Northern Telecom

Orlando Regional Medical Center
 Parke-Davis
 Pennsylvania State University
 Pepperell Retail Stores Division
 Pepperidge Farms
 Pepsico
 Pratt Whitney
 Racal Datacomp
 Rockwell
 Rockwell/Hanford Operation
 ROLM
 Royal Caribbean Lines
 Rubbermaid
 Ryder
 Seacoast Utilities
 Siemens
 Sensormatic
 Smith Kline Beecham
 Southeastern Bell
 Target
 Texas Instruments
 Tropicana
 Tupperware
 Unisys
 United Nuclear
 United Parcel Service
 United States Air Force
 United States Army
 United States Navy
 United States Coast Guard
 United Telephone of Florida
 University of Miami
 Wackenhut
 Wang
 Westinghouse Communities
 Westinghouse Savannah River
 Company
 Windmere Corporation
 Xerox



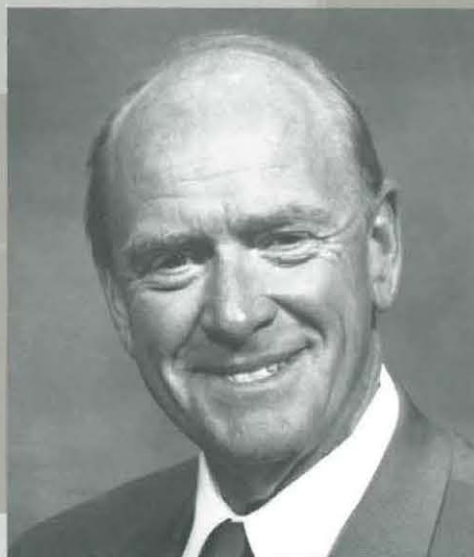
NOTICE OF NONDISCRIMINATION

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.

SHARPEN YOUR COMPETITION

"Nova Southeastern University's Health Services Administration program provides adult professionals the opportunity to combine their work experience with the academic world. Studying ideas and testing them in the workplace strengthen the learning process."

**—Dr. Dan Austin
Director
Division of Public
and Health Services
Administration**



M.S./HEALTH SERVICES ADMINISTRATION

Nova Southeastern University's innovative M.S./HSA degree program features learning and delivery systems designed for adult working professionals who desire to increase their managerial effectiveness. The program curriculum consists of management courses and specialized ones in the health services field.

Students complete their program with a research project, a weeklong productivity workshop on the East Campus, or an internship. Students without health services experience must serve an internship.

Students may elect an area of specialization in the health management field. Ongoing consultations with one's academic advisor will enable students to identify an area of specialization complemented with an internship.

MASTER OF PUBLIC ADMINISTRATION

Nova Southeastern's dynamic Master of Public Administration (M.P.A.) program features learning and delivery systems designed for practitioners of public administration who wish to enhance their managerial effectiveness.

The curriculum contains a common core of five required courses, and the seven remaining emphasize various aspects of public policy making.

The academic thrust of the M.P.A. program leads the student to greater appreciation of the significance of sound managerial practices in the public domain. The student completes one's degree program by writing a four-credit-bearing analytical research project, or by participating in a weeklong



workshop dealing with productivity improvement skills and techniques, or by serving as an intern in a government or community service agency.

The M.P.A. program emphasizes a threefold series of concerns for the professional public administrator: academic growth, analytical proficiency, and professional managerial development.

Nova Southeastern, situated on 232 acres southwest of Fort Lauderdale, is an integral part of the Broward County community. The largest independent institution of higher education in Florida, Nova Southeastern offers a continuum of programs from birth through the retirement years.

**The workplace of health
services administration
invites specialization.
Professionals' needs are
twofold: a global view
of one's organization
and its comparative
advantages, and the
practice of combining
work experience with
theory.**



DEGREE REQUIREMENTS

To complete the M.S./HSA program, students are required to complete successfully 41 specified credit hours of study. To be awarded the M.P.A. degree, students must complete successfully 40 specified credit hours of study. A master's project, internship, or capstone workshop dealing with productivity improvement is included in the programs.

INTERNATIONAL STUDENTS

International students must submit a TOEFL score of 550 or higher or show evidence of English language proficiency suitable for graduate study. The I-20 may be issued only upon completion of all admissions requirements. In addition, they must be enrolled in two courses or seminars per term 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

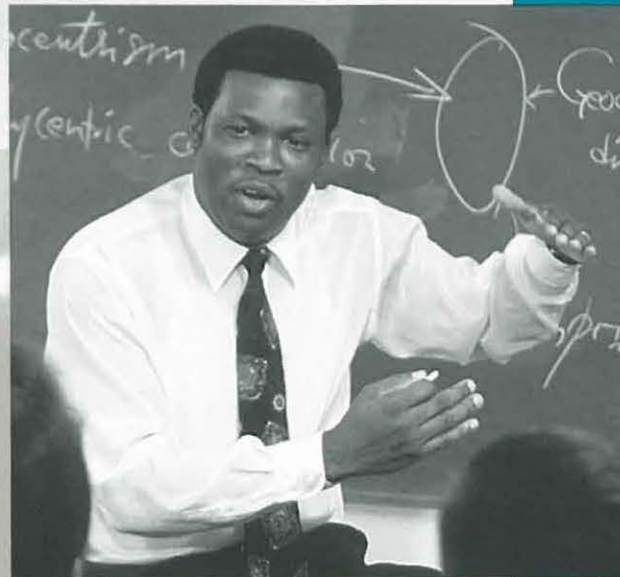
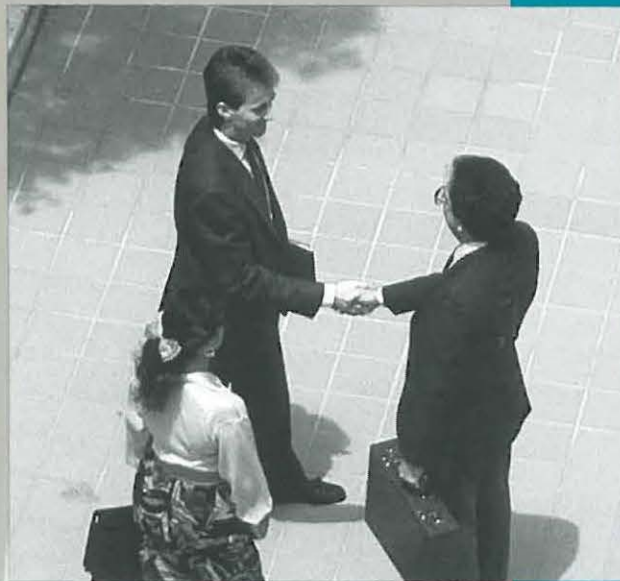
intend to reside in the United States and who are required to obtain an I-20 must be full-time degree-seeking students and must attend the main campus in Fort Lauderdale, Florida. For further information contact the International Student Advisor, Nova Southeastern University, 3301 College Avenue, Fort Lauderdale, Florida 33314-7716, or telephone (954) 262-7240 or toll free 800-541-6682, Ext. 7240.

TRANSFER POLICY

Applicants are permitted to transfer up to six credits (two courses) from work completed in master's programs at other regionally accredited institutions, provided they have not been applied toward a previously earned degree. The transferred credits must have been completed within the last five years with a grade of B or better, be at a level equivalent to the Nova Southeastern course work, and have an equivalent course content. Application for transfer credit must be made in writing at the time of admission. Once enrolled at NSU, students may not transfer credits taken after their date of matriculation.

PROGRAM SCHEDULE

The programs utilize a weekend format with class meetings on Friday evenings and Saturdays, both on-campus and off-campus locations convenient to the student's home. Classes are scheduled in 13-week terms. Students generally enroll in two courses per term. Both degree programs may be completed in as little as 21 months. Courses are scheduled in a sequence so that a student is able to track his or her entire program at the time of admission to the program. The programs can be delivered on location to as few as 15 students.



PROGRAM REQUIREMENTS AND PREREQUISITES

General admission requirements for the student wishing to matriculate in any master's program offered by the School are listed below. Degree-specific requirements follow this general listing.

1. Submit a graduate admission application form, completely filled out, accompanied by a nonrefundable application fee.
2. Provide official transcripts 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 Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
- 3a. Perform satisfactorily on the GMAT or GRE and request that a test score report be sent directly from the Educational Testing Service, Princeton, New Jersey. The quantitative formula used to determine an applicant's ability to pursue graduate-level course work is as follows. Obtain at least 950 points by the following formula: 200 times the undergraduate grade point average (on a 4.0 scale) plus the score achieved on the Graduate Management Admissions Test (GMAT) or a Graduate Record Examination (GRE) score factored by 45 percent. Alternatively, one may obtain at least 1000 points as follows: 200 times the UPPER DIVISION undergraduate grade point average (on a 4.0 scale) plus the GMAT score or the factored GRE. These scores are only guidelines and are evaluated in the context of the students' professional attainments. Conditional acceptance is available for students who fall below the published quantitative requirements. In some cases, a personal interview may be requested by the program director.
- 3b. For qualified students, submit a portfolio with appropriate work experience and credentials.
4. Provide three letters of recommendation from individuals familiar with the applicant's ability to undertake graduate work (for example, professors, employers).
5. Own or have access to a personal computer and modem and provide documentation of computer competency.
6. Have completed a computer literacy course, seminar, or on-the-job training with emphasis on word processing, financial spreadsheet, and filing.

CURRICULUM CORE COURSES

- GMP 5020 - Organization Behavior and Development
- GMP 5030 - Human Resource Management
- GMP 5081 - Health Care Finance and Budgeting
- GMP 5420 - Ethical and Legal Issues in Health Services
- GMP 5425 - Health Services Informatics
- GMP 5426 - Integrated Health Systems Analysis
- GMP 5430 - Health Administration and Management
- GMP 5440 - Health Policy Development
- GMP 5443 - Economics of Health Services
- GMP 5445 - Health Research and Evaluation
- GMP 5447 - Principles of Managed Care
- GMP 5475 - Strategic Management of Health Care Organizations
- GMP 5951 - Management Information Systems for Health Administration

CAPSTONE COURSES

- GMP 5100 - Master's Project
- OR
- GMP 5102 - Productivity Improvement Workshop
- OR
- GMP 5109 - Internship (required of all students without professional experience in a health care organization)

SPECIALIZATION TRACK

Students specializing will select an area of study within four months of completing the core curriculum. Each area of specialization is approved and monitored by the program director and/or the assigned faculty. The area of specialization will consist of extensive research and on-the-job education for a total of 7 credit hours. Students will enroll in the internship or master's project and directed independent study. Students interested in the specialization track should make an appointment with the program director to develop their own plans.

Areas of Specialization Include:

1. Operations Management
2. Finance and Budgeting
3. Managed Care
4. Management Information Systems
5. Home Health Care
6. Marketing

NURSING HOME ADMINISTRATION LICENSE

The program is approved by the Florida Department of Professional Regulation to prepare students to become licensed nursing home administrators. An internship is required, and additional course work may be needed, depending on the student's professional experience in working with the elderly.

STUDENTS NOT SPECIALIZING

Students not specializing in an area of health services administration will enroll in the following to complete their program:

- GMP 5100 Master's Project
- or
- GMP 5102 Productivity Improvement Workshop (offered on campus only)
- or
- GMP 5109 Internship

COURSE WORK AND OPTIONAL WORKSHOP DESCRIPTIONS

✓ GMP 5020 Organization Behavior and Development (3 cr.)

This course links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

✓ GMP 5030 Human Resource Management (3 cr.)

This class will examine labor-management relations and the personnel/human relations functions with profit and nonprofit organizations. Because the "managing people at work" function has become more and more important to line staff management as well as to the responsible human resource officers, the various personnel-type duties also will be examined.

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.

Prerequisites: accounting and finance.

GMP 5420 Ethical and Legal Issues in Health Services (3 cr.) This course is based on special topics using ethical and legal bases to analyze issues and topics facing health services managers and providers. Sample topics include, but are not limited to, rationing, quality improvement, organ transplants, and defining death.

GMP 5425 Health Services Informatics (1 cr.) This course is taken after GMP 5951. Students will examine current issues in health system development with implications for Informatics. A study of community health information networks and out comes analysis and reporting will serve as springboards to the changing economic and political realities of a changing health care market, especially with emergence of integrated health care delivery.

GMP 5426 Integrated Health Systems Analysis (3 cr.) This course offers an analysis of major restructuring in health care delivery and financing systems. Students will study underlying premises and assumptions of integrated delivery systems, their barriers and

ADMINISTRATION

performances. A major outcome of the course is to determine any increased value to defined populations and communities served.

GMP 5430 Health Administration and Management (3 cr.) This course is a study of administrative policies and management in a variety of health care facilities, including hospitals, long-term care facilities, and outpatient facilities. Learning the skills of effective administration, such as communication and in-service education, is included.

GMP 5440 Health Policy Development (3 cr.) Students will review various forces that create, implement, and control health care policy, including political, financial, and demographic elements. The course also includes a review of the processes through which public policies, statutes, and regulations governing health care are formulated and implemented at state and local levels.

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.) The course provides the health care administrator with the fundamentals of research and evaluation. Students will prepare a research proposal and analyze articles.
Prerequisite: statistics.

GMP 5447 Principles of Managed Care (3 cr.) The goals of the course include both the provider, payer, and purchaser perspectives of managed care. Issues associated with these perspectives are the legal and regulatory environment, product characteristics (market research, product positioning, and benefit design). Future trends, government initiatives, and research directions are also examined.

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 changes, and strategic planning. Pro forma models are extensively used. This course serves as the capstone of the program. All prerequisites and GMP 5081, 5430, and 5471 must be successfully completed before enrolling in this course.

GMP 5951 Management Information Systems for Health Administration (3 cr.) This course provides a review of the use of computers in the health services industry. Student will design a management information system that has applicability to their workplace. Students will also review different types of computer systems.
Prerequisite: Computer literacy. A one-hour exam will be administered during the first class session to determine one's mastery of personal computer skills.



GMP 5100 Master's Project (4 cr.) The master's project is the development and preparation of an independent research project.
Prerequisite: completion of all required courses.

OR

GMP 5102 Productivity Improvement Workshop (4 cr.) In this workshop, students will learn innovative techniques essential to improved productivity when applied in profit and nonprofit organizations. The workshop will emphasize a set of practical operating guides that can lead to an increase in productivity through planning, evaluating, and motivating. Students will learn how to conduct productivity audits and make productivity-effectiveness analyses.

OR

GMP 5109 Internship (Field Placement) (4 cr.) This is a supervised internship within the field of health services administration and must be separate and distinct from the student's employment role.
Prerequisite: completion of six courses in the program, not including transferred credit.

WHY I CHOSE NOVA SOUTHEASTERN'S M.S. PROGRAM IN HEALTH SERVICES ADMINISTRATION:

"I am responsible for the care given to 300 patients. Managing a staff of 110, as well as 600 volunteers and a \$7 million budget, is what NSU prepared me to do today—and tomorrow."

Bonnie E. Harvey
President
Hospice of Southwest Florida

PROGRAM REQUIREMENTS AND PREREQUISITES

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1. Submit a graduate admission application form, completely filled out, accompanied by a nonrefundable application fee.
2. Provide official transcripts 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 Entrepreneurship, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.
- 3a. Perform satisfactorily on the GMAT or GRE and request that a test score report be sent directly from the Educational Testing Service, Princeton, New Jersey. The quantitative formula used to determine an applicant's ability to pursue graduate-level course work is as follows. Obtain at least 950 points by the following formula: 200 times the undergraduate grade point average (on a 4.0 scale) plus the score achieved on the Graduate Management Admissions Test (GMAT) or a Graduate Record Examination (GRE) score factored by 45 percent. Alternatively, one may obtain at least 1000 points as follows: 200 times the UPPER DIVISION undergraduate grade point average (on a 4.0 scale) plus the GMAT score or the factored GRE. These scores are only guidelines and are evaluated in the context of the students' professional attainments. Conditional acceptance is available for students who fall below the published quantitative requirements. In some cases, a personal interview may be requested by the program director.
- 3b. For qualified students, submit a portfolio with appropriate work experience and credentials.
4. Provide three letters of recommendation from individuals familiar with the applicant's ability to undertake graduate work (for example, professors, employers).
5. Own or have access to a personal computer and modem and provide documentation of computer competency.
6. Have completed a computer literacy course, seminar, or on-the-job training with emphasis on word processing, financial spreadsheet, and filing.

CURRICULUM CORE COURSES

- GMP 5012 - 21st Century Management Practices
- GMP 5020 - Organization Behavior and Development
- GMP 5030 - Human Resource Management
- GMP 5040 - Quantitative Methods in Management
- GMP 5050 - Managerial Economics for Decision Making
- GMP 5082 - Public Administration Finance
- GMP 5450 - Public Administration Theory and Practice
- GMP 5460 - Administrative Law
- GMP 5470 - Planning, Budgeting, and Control
- GMP 5480 - Public Policy Analysis and Procedure
- GMP 5495 - Leadership in Public Administration
- GMP 5905 - Microcomputer Applications in Business

CAPSTONE COURSES

- GMP 5100 - Master's Project
- OR
- GMP 5102 - Productivity Improvement Workshop
- OR
- GMP 5109 - Internship

COURSEWORK AND OPTIONAL WORKSHOP DESCRIPTIONS

GMP 5012 21st Century Management Practices (3 cr.) This course will explore the evolution of management philosophies and their influence on modern management practices during this century. The Value Theory of Management (VTM)TM will be introduced as an integrated framework within which to make decisions and take actions in the next millennium. The decisions of corporations, leaders, employees, stockholders, governments, and communities are all influenced by a portfolio of values. Students will analyze decisions to determine if the value of the organization, vis-a-vis individual beliefs and practices, has been maximized over time.

GMP 5020 Organization Behavior and Development (3 cr.) This course links the classical substance of organization and management with the analysis of reorganization elements and dimension of human behavior in the work environment.

- ✓ **GMP 5030 Human Resource Management (3 cr.)** The course covers personnel administration in the United States, emphasizing the development, management, and scope of personnel relations in the public services. Major topics include an overview of personnel management ideas prevalent in the United States; the structure of the public personnel system; recruiting and managing personnel; responsibility and control of personnel; and the future of personnel management.

- ✓ **GMP 5040 Quantitative Methods in Management (3 cr.)** Topics to be discussed include probability theory and decision making using expected value criteria, sampling theory, forecasting, and simulation. Emphasis will be placed on managerial applications and the application of computer models where appropriate. **Prerequisite:** undergraduate statistics or GMPF 5002.

- ✓ **GMP 5050 Managerial Economics for Decision Making (3 cr.)** The course involves the application of economic theory and quantitative methods to business decision making, including product demand, marginal pricing, competitive bidding, and allocation of resources. **Prerequisites:** GMP 5040 and undergraduate economics or GMPF 5003.

GMP 5082 Public Administration Finance (3 cr.) Topics include techniques of capital budgeting, financial statement analysis, and cost of capital. Students will study the differences among federal, state, and local government financing. The role of the private business community in financing community projects will also be examined. **Prerequisites:** GMPF 5001 and GMP 5470.

GMP 5450 Public Administration Theory and Practice (3 cr.) The course studies public administration from the standpoint of linkages between the politics of administration and the techniques of public management. Specific topics include the nature of formal and informal organizations; organizational environment relations; the bureaucratic environment; and administrative behavior and decision making.

GMP 5460 Administrative Law (3 cr.) The course examines the public administrative environment from a legal perspective and deals with the Administrative Procedure Act and its impact on public administration. Selected topics include the administrative process, administrative procedure and judicial review, rules and rule making, discretion and its control, and tort liability of government and its office. A case law approach is followed in this course.

GMP 5470 Planning, Budgeting, and Control (3 cr.) The course covers fundamental principles of the tools of financial management and budget preparation in the public sector. Selected topics include revenue and expenditure policies, fiscal planning and budgeting, tax principles and policies, public indebtedness, fiscal control measures, and public policy evaluation from the perspective of alternative public budgeting systems. **Prerequisite:** GMPF 4009 one-credit mini-course.

GMP 5480 Public Policy Analysis and Procedure (3 cr.) The course describes and analyzes techniques of public policy evaluation. Selected topics include distributive, regulatory, and redistributive public policies; the practice of policy evaluation; the application of quantitative methods of program evaluation; and the impact of politics on policy analysis. Case analyses are a component of this course.

GMP 5495 Leadership in Public Administration (3 cr.) The course enables students to present a variety of position papers based on local government needs before a panel of experienced public officials. The colloquium-style class enables students to improve their communication skills and to use knowledge and experience to improve effectiveness in local government.

✓ **GMP 5905 Microcomputer Applications in Business (3 cr.)** This course deals with hands-on use of a microcomputer utilizing the four most commonly used applications: word processing, spreadsheets, personal databases, and graphics.

GMP 5100 Master's Project (4 cr.) The course involves development and preparation of an independent research project.
Prerequisite: completion of all required courses.

OR

GMP 5102 Productivity Improvement Workshop (4 cr.) In this workshop, students will learn innovative techniques essential to improved productivity when applied in profit and nonprofit organizations. It will emphasize a set of practical operating guides that can lead to an increase in productivity through planning, evaluating, and motivating. Students will learn how to conduct productivity audits and make productivity-effectiveness analyses. They will apply practical solutions to existing productivity problems and become familiar with microcomputer applications that can enhance gains in productivity.

OR

GMP 5109 Internship (4 cr.) The internship may be taken in lieu of the master's project or productivity workshop. It consists of a minimum of 250 hours in a department or organization other than where the prospective intern is currently employed. Each internship is individually designed, with the assistance of the program director. One of the purposes of taking the internship is to gain more experience in a senior management position.



WHY I CHOSE NOVA SOUTHEASTERN'S MASTER OF PUBLIC ADMINISTRATION PROGRAM:

"The director went out of his way to communicate all the aspects of the program to me. I believe this degree enhances my academic achievements, and I will feel confident in the real world."

Charles T. Shrout
President
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Ph.D. Catholic University
of America

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D.B.A. Harvard University

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Ph.D. Florida State University

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of Technology
Ph.D. Nova University

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University
Ph.D. Florida International
University

PAN YATRAKIS
M.I.A. Columbia University
M.B.A. Columbia University
Ph.D. New York University

A P P L I C A T I O N



F O R A D M I S S I O N

NOVA
SOUTHEASTERN
UNIVERSITY

A P P L I C A T I O N F O R

EDUCATION

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

Name of College	State	Date Started (Mo/Yr)	Date Ended (Mo/Yr)	Major Field	Degree	(Mo/Yr)	GPA

Do you intend to transfer any graduate-level credits toward your master's degree?

☐ YES ☐ NO If yes, list:

Course Number	Title	Institution	Dates

CITIZENSHIP STATUS:

- ☐ U.S. citizen
☐ Nonresident alien
☐ Resident alien

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 International Student Services for further details at (954) 262-7240.

ETHNIC ORIGIN DATA

(this information is requested for reporting purposes only):

Check one of the following:

- | | |
|---|--|
| <input type="checkbox"/> White (not of Hispanic origin) | <input type="checkbox"/> Hispanic origin |
| <input type="checkbox"/> Black (not of Hispanic origin) | <input type="checkbox"/> Asian or Pacific Islander |
| | <input type="checkbox"/> American Indian or native Alaskan |

APPLICANT STATUS AT TIME OF APPLICATION:

First time attending Nova Southeastern University? ☐ Yes ☐ No

A D M I S S I O N

**EMPLOYER'S
NAME AND
ADDRESS**

Name _____

Address _____

Your title/primary responsibility _____

Business Telephone () _____

HONORS:

Honors and other evidence of high scholarship _____

REFERENCES:

List below three business or faculty references who will submit letter of recommendation on your behalf. Letters are to be submitted directly to the Admissions Office.

Name and Address

Position/Title and Organization

_____	_____
_____	_____
_____	_____

Professional licenses that you hold _____

Business, professional, and social organizations in which you have been active: _____

FINANCIAL AID:Have you applied for financial aid? ☐ Yes ☐ NoHave you filed a Free Application for Federal Financial Aid Form (FAFSA)? ☐ Yes ☐ NoIf yes, when was the FAF sent to Princeton, New Jersey? _____
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_____
Applicant's Signature_____
Date

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, scholarships and loan programs, and athletic and other school-administered programs

NOVA
SOUTHEASTERN
UNIVERSITY

COLLEGE	<input type="text"/>	MAJOR	<input type="text"/>	DEGREE	<input type="text"/>	LEVEL	<input type="text"/>
	1		2		3		4
TERM	<input type="text"/>	STATUS	<input type="text"/>	APPLY	<input type="text"/>	APPLY	<input type="text"/>
	5		6	DATE	<input type="text"/>	CLASS	<input type="text"/>
					7		8
SPECIAL	<input type="text"/>	ADMIT	<input type="text"/>	ADMIT	<input type="text"/>	CLUSTER/SITE	
PROGRAM	<input type="text"/>	ACTION	<input type="text"/>	TYPE	<input type="text"/>	LOCATOR	
	9		10		11		12
For Official Use Only							
<input type="text"/>							

1. Type or print in ink all information required on this application and return with the nonrefundable \$40 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 your program brochure for the required test.)
4. Submit three letters of recommendation directly to SBE.

County	State	ZIP	Telephone
--------	-------	-----	-----------

☐ M.Acc.
☐ M.I.B.A.
☐ M.S./Human Resource Management
☐ M.P.A.
☐ M.S./Health Services Administration

MASTER'S PROGRAM



LETTER OF RECOMMENDATION

Last name

First name

Middle name

is applying to Nova Southeastern University for admission to a program of graduate study in the field of:

The Admissions Committee would appreciate your estimate of the applicant's aptitude for graduate study. Your comments on the applicant's attitude toward work, as well as his or her ability and performance as a student or employee, would be extremely helpful. Please include also a brief characterization of the applicant as a person.

Letters of recommendation are required and are an important part of the application for admission. Applications cannot be acted upon until complete; therefore, you are requested to return your recommendation as promptly as possible to the Office of Student Services, School of Business and Entrepreneurship.

THE RECOMMENDATION

Signature: _____ Date: _____

Address: _____

(Please do not complete this form if the waiver below has not been completed and signed.)

TO THE APPLICANT:

Please complete this portion of the recommendation form before giving it to your source of reference.

Pursuant to the Family Education Rights and Privacy Act (Buckley Amendment) enacted on December 31, 1974, I DO ☐ I DO NOT ☐ waive the right to inspect and review this completed recommendation.

Applicant's Name (print) _____

Signature _____

Social Security Number _____

Program _____

Semester Date _____

Full Time ☐ Part Time ☐

M A S T E R ' S P R O G R A M



LETTER OF RECOMMENDATION

Last name

First name

Middle name

is applying to Nova Southeastern University for admission to a program of graduate study in the field of:

The Admissions Committee would appreciate your estimate of the applicant's aptitude for graduate study. Your comments on the applicant's attitude toward work, as well as his or her ability and performance as a student or employee, would be extremely helpful. Please include also a brief characterization of the applicant as a person.

Letters of recommendation are required and are an important part of the application for admission. Applications cannot be acted upon until complete; therefore, you are requested to return your recommendation as promptly as possible to the Office of Student Services, School of Business and Entrepreneurship.

THE RECOMMENDATION

Signature: _____ Date: _____

Address: _____

(Please do not complete this form if the waiver below has not been completed and signed.)

TO THE APPLICANT:

Please complete this portion of the recommendation form before giving it to your source of reference.

Pursuant to the Family Education Rights and Privacy Act (Buckley Amendment) enacted on December 31, 1974, I DO ☐ I DO NOT ☐ waive the right to inspect and review this completed recommendation.

Applicant's Name (*print*)

Signature

Social Security Number

Program

Semester Date

Full Time ☐ Part Time ☐

MASTER'S PROGRAM



LETTER OF RECOMMENDATION

Last name

First name

Middle name

is applying to Nova Southeastern University for admission to a program of graduate study in the field of:

The Admissions Committee would appreciate your estimate of the applicant's aptitude for graduate study. Your comments on the applicant's attitude toward work, as well as his or her ability and performance as a student or employee, would be extremely helpful. Please include also a brief characterization of the applicant as a person.

Letters of recommendation are required and are an important part of the application for admission. Applications cannot be acted upon until complete; therefore, you are requested to return your recommendation as promptly as possible to the Office of Student Services, School of Business and Entrepreneurship.

THE RECOMMENDATION

Signature: _____ Date: _____

Address: _____

(Please do not complete this form if the waiver below has not been completed and signed.)

TO THE APPLICANT:

Please complete this portion of the recommendation form before giving it to your source of reference.

Pursuant to the Family Education Rights and Privacy Act (Buckley Amendment) enacted on December 31, 1974, I DO ☐ I DO NOT ☐ waive the right to inspect and review this completed recommendation.

Applicant's Name (*print*)

Signature

Social Security Number

Program

Semester Date

Full Time ☐ Part Time ☐

School of Business and Entrepreneurship
Office of Student Services
3100 SW 9th Avenue
Fort Lauderdale, Florida 33315
(954) 262-5017
(800) 672-7223, Ext. 5017
FAX (954) 262-3964

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 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 institution from _____ to _____

B. While in attendance, my name was:

Last

First

Middle/Maiden

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 Code _____

PLEASE SEND _____ COPIES TO NOVA SOUTHEASTERN UNIVERSITY, School of Business and Entrepreneurship, Master's Programs, 3100 SW 9th Avenue, Fort Lauderdale, Florida 33315-3025.

As part of the application process, the questions below must be answered and submitted with your master's admissions application. Please be sure to include this completed form with your completed master's 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?

T U I T I O N A N D F E E S C H E D U L E

Subject to change

Application Fee	\$ 50.00
Registration Fee (per term)	\$ 20.00
Tuition (per credit)	\$ 425.00
Workshop Fee	\$ 125.00
Graduation Fee	\$ 65.00
Student Activities Fee	\$ 10.00*

Tuition is payable at time of registration. Students may pay by cash, check, money order, or credit card (VISA, MasterCard, American Express, or Discover).

** East Campus Only*

F I N A N C I A L A S S I S T A N C E

OFFICE OF STUDENT FINANCIAL AID

Locally, call 262-3380;
out of town, call 800-522-3243
Fax (954) 262-1415

FEDERAL PROGRAMS

The Federal Perkins Loan (NDSL) and the Federal Stafford Loan (formerly Guaranteed Student Loan) are available, depending on need.

The Unsubsidized Federal Stafford Loan is available, regardless of need.

The College Work-Study Program provides financially needy students with part-time jobs on campus.

SCHOLARSHIPS

Limited scholarships are available for graduate business students.

Those interested in obtaining scholarships should apply early for awards, which are allocated each spring for the coming school year.

For detailed information on all financial options, please contact the Office of Student Financial Aid.



NOVA SOUTHEASTERN UNIVERSITY
School of Business and Entrepreneurship

SHANE S. STRUM
Marketing Manager

3100 SW 9th Avenue
Fort Lauderdale, Florida 33315

(954) 262-5035 • Fax (954) 262-3822
800-672-7223, Ext. 5035
Internet: shane@sbe.nova.edu
WWW: <http://www.sbe.nova.edu>

(954) 262-5100
800-672-7223, Ext. 5100



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3100 SW NINTH AVENUE, FORT LAUDERDALE, FLORIDA 33315-3025