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Official Document Notice

Policies and programs set forth herein are effective August 24, 2015. These policies are in place for the term in which a student begins classes. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the Nova Southeastern University administration. It is the student's responsibility to become familiar with the contents of this catalog by accessing The H. Wayne Huizenga College of Business and Entrepreneurship (HCBE) website at www.huizenga.nova.edu and downloading this document.

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

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

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

NOVA SOUTHEASTERN UNIVERSITY

Nova Southeastern University (NSU) is a not-for-profit, fully accredited, coeducational university Carnegie-classified as both “high research activity” and “community engaged” university. It was founded in 1964 as Nova University of Advanced Technology. In 1974, the board of trustees changed the university’s name to Nova University. In 1994, Nova University merged with Southeastern University of the Health Sciences to form Nova Southeastern University.

NSU is well known for innovation and quality in both traditional and distance education. The university serves large numbers of adult students and a strong population of traditional undergraduates. To date, the institution has produced more than 150,000 alumni.

Nova Southeastern University is the second largest private institution of higher education in the Southeast and the ninth largest not-for-profit, private institution nationally. However, NSU is the sixth largest four-year, not-for-profit, private Carnegie research university in the United States. NSU is one of 294 colleges and universities statewide, and one of 61 non-profit, four-year institutions in Florida.

The university awards associate’s, bachelor’s, master’s, specialist, doctoral, and first-professional degrees in a wide range of fields, including the humanities, biological and environmental science, business, counseling, computer and information sciences, conflict resolution, education, family therapy, medicine, dentistry, various health professions, law, marine sciences, performing and visual arts, psychology, and other social sciences. Nova Southeastern University has the only college of optometry in Florida, and one of only two colleges of pharmacy in South Florida. The institution also enjoys an excellent reputation for its programs for families offered through the Mailman Segal Center for Human Development and the University School. These include innovative parenting, preschool, primary, and secondary education programs, and programs across the life span for people with autism.

The university’s programs are administered through colleges and schools that offer courses at the Fort Lauderdale campuses as well as at locations throughout Florida, across the nation, and in 12 countries. Despite the geographic diversity of sites where classes are offered, Nova Southeastern University is a major provider of educational programs for Florida residents. Approximately 90 percent of the student body attends classes in Florida. Eighty-two percent of all students enrolled attend classes in the tri-county area (i.e., Miami-Dade, Broward, and Palm Beach counties). Through its undergraduate, graduate, and professional degree programs, NSU educated approximately 24,000 Florida students in calendar year 2012. With an annual budget in excess of $570 million, Nova Southeastern University also has a significant economic impact on the surrounding community. A recent NSU study revealed that the university and its students and employees contributed approximately $2.6 billion to the Florida economy during fiscal year 2011.
PRESIDENT’S WELCOME

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

By choosing the Huizenga College, you share with us a commitment to the best practices in today’s fast-paced business world. You’ll find that our practical, real world-based curriculum allows us to prepare our graduates for a lifetime of learning and success.

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

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

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

ACREDITATION STATEMENT

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

Nova Southeastern University
H. Wayne Huizenga College of Business and Entrepreneurship
3301 College Avenue
Fort Lauderdale, Florida 33314
(800) 672-7223 x 25000

The H. Wayne Huizenga College of Business and Entrepreneurship is also accredited by the International Assembly for Collegiate Business Education (IACBE).

NONDISCRIMINATION STATEMENT

Consistent with all federal and state laws, rules, regulations, and/or local ordinances (e.g. Title VII, Title VI, Title III, Rehab Act, ADA, Title IX), it is the policy of Nova Southeastern University not to engage in discrimination or harassment against any persons because of race, color, religion or creed, sex, pregnancy, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and to comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders, and regulations.

This nondiscrimination policy applies to admissions, enrollment scholarships and loan programs, athletics, employment, and access to and treatment in all university centers, programs, and activities. NSU admits students of any race, color, religion or creed, sex, pregnancy, national or ethnic origin, non-disqualifying disability, age, ancestry, marital status, sexual orientation, unfavorable discharge from the military, status as a disabled veteran, or political beliefs and activities generally accorded or made available to students at NSU and does not discriminate in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school administered programs.
The Huizenga College in Fort Lauderdale, Florida is the only business school in the nation with entrepreneurship in its name. That says a lot about who we are, a school committed to delivering an up-to-date curriculum that fosters the spirit of innovative thinking in the workplace. Here, students learn to face the critical issues of today and tomorrow, head on.

Over thirty years ago, when few other institutions considered customer's needs, the Huizenga College accommodated working professionals by creating both weekend and off-campus programs. Today, that tradition continues. The Huizenga College serves nearly 4,000 bachelor’s and master’s students in a variety of degree programs tailored to meet the demands of today’s workforce. The Huizenga College also offers a range of optional certificates as well as a number of enriching seminars and workshops through the Hudson Institute of Entrepreneurship and Executive Education, and the Sales Institute.

Another of the Huizenga College’s unique features is its ability to tailor delivery of master’s degree programs to the particular needs of corporations. The Huizenga College has offered master’s degree programs within firms including American Express; AT&T; Baptist Hospital; BellSouth; City of Hollywood; Volusia County Government; Federal Express; First Data Corp; Martin Memorial Hospital; North Broward Martin Memorial Hospital; North Broward Hospital District; Palm Beach Sheriff’s Office; Racal Datacom; Royal Caribbean Cruise Lines; TYCO; Vista Health Care; and Zhenhua Port Machinery Company in Shanghai, China.

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

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

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

At Nova Southeastern University’s H. Wayne Huizenga College of Business and Entrepreneurship, our goal is clear: to have a profound impact on the ability of our students—future graduates to influence the way the world does business. This is our mission.

The Huizenga College community is a close-knit and diverse group of students — from 55 different countries, interacting daily with faculty members who are world-class scholars, entrepreneurs, and industry professionals. Huizenga College faculty members bring real world, on-the-job experience into the classroom and are committed to leading and preparing our students for success.

The Huizenga College’s corporate partnerships are pathways to professional careers, allowing students to forge critical relationships early on through valuable internships and experiential learning. In return, leading corporations capitalize on the business and research experience of our dedicated faculty, participate in our executive education programs and, actively recruit our graduates.

Thanks to its people, state-of-the-art facilities, and setting in the midst of the beautiful South Florida landscape, the Huizenga College offers boundless opportunities for personal, intellectual, and professional development.

J. Preston Jones, D.B.A.
Dean
H. Wayne Huizenga College of Business and Entrepreneurship
Nova Southeastern University

**HCBE VISION STATEMENT**

By 2020, the H. Wayne Huizenga College of Business and Entrepreneurship, through the NSU 8 core values, especially, Academic Excellence, Scholarship/Research, Innovation, and Student Centered, will be recognized by AACSB, NASPAA, and our stake holders as a Business School of Quality and Distinction.

**HCBE MISSION STATEMENT**

The mission of the H. Wayne Huizenga College of Business and Entrepreneurship is to advance the intellectual and career development of our diverse community of students.

To fulfill this mission, we:

- Partner with industry to offer entrepreneurial and experiential learning.
- Build student leadership skills in a global context.
- Emphasize critical thinking, corporate social responsibility, and ethical decision-making.
- Deliver accessible, innovative, relevant and student-centered learning.
- Capitalize on the business and research experience of our dedicated faculty.
- Leverage the unique international and service economy of southeastern Florida.

**PHILOSOPHY**

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

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

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

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

Vision, Mission, May 2014
H. Wayne Huizenga College of Business and Entrepreneurship

CONTACT INFORMATION FOR THE HUIZENGA COLLEGE

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

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

Phone:
(954) 262-5000; Toll-free (800) 672-7223
Student Services

HUIZENGA COLLEGE OFFICE OF ENROLLMENT SERVICES

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

NSU OFFICE OF ENROLLMENT AND STUDENT SERVICES

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

NSU OFFICE OF CAREER DEVELOPMENT

Nova Southeastern University operates an office of Career Development for NSU students and alumni. Their mission is to support NSU students and alumni in the implementation of successful career plans from choosing a direction, to securing employment, or continuing their education. Through consulting, partnership with employers and faculty, Career Development strives to educate students and alumni. Please note that attainment of a degree does not guarantee job placement. For further information, contact the Office of Career Development at (954) 262-7201 or online at www.nova.edu/career.

DISABILITY SERVICES

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

At the postsecondary level, it is the student’s responsibility to initiate the process for disability services. The process for obtaining a reasonable accommodation is an interactive one that begins with the student’s disclosure of his/her disability to appropriate administrative personnel and a request for a reasonable accommodation. The student has the responsibility to provide Nova Southeastern University with proper documentation of his/her disability from a qualified physician or clinician who diagnoses his/her disabilities and sets forth the recommended accommodations.

Student requests for accommodation will be considered on an individual basis. Each student with a disability should discuss his or her needs with the disability service representative in his or her academic center, college, or school before classes begin. For additional information on the university disability policy and obtaining reasonable accommodations, please contact your academic advisor.

Disability-related records are kept in a confidential location and are not part of the student’s academic record, nor are they shared with others without the student’s written consent.

ACADEMIC ACCOMMODATION(S) PROCESS

Requests for accommodation(s) must be made in writing to the disability service representative in the student’s academic center, college, or school and must be supported by appropriate documentation of recent medical, psychological, or educational assessment data administered and evaluated by a qualified professional. If the student disagrees with the accommodation(s) proposed by the disability service representative in consultation with the appropriate program director and/or faculty member, he or she may appeal the decision through that center’s, college’s, or school’s appellate process. If the issue cannot be satisfactorily resolved at the...
center, college, or school level, the student may appeal in writing no later than 10 days after the final decision to the university’s Academic Accommodation Appellate Committee, which consists of the university’s ADA coordinator and representatives from at least four different academic centers, colleges, and/or schools. The student will be given the opportunity to present his or her appeal in an appearance before the committee. The committee will also review all relevant documents submitted with the written appeal before rendering a decision. The student will be notified in writing of the committee’s decision within a reasonable amount of time of the hearing. The decision of the university’s Academic Accommodation Appellate Committee is final and binding upon the student without further appeal.

For additional information regarding disability policies and accommodations, students are encouraged to consult the NSU Student Handbook located online at http://www.nova.edu/cwis/studentaffairs/forms/ustudenthandbook.pdf

GRADUATE HOUSING/FOOD SERVICE

NSU offers a residential living program for Master’s and Doctoral students that are designed to meet a wide array of student needs. Students who live on campus have numerous opportunities to participate in a variety of programs and activities that maximize intellectual growth and personal development.

Students are invited to obtain information from the Residential Life and Housing Office online at www.nova.edu/reslife/oncampus/graduate.html.

STUDENT COUNSELING

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

FINANCIAL AID

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

In order to qualify and remain eligible for financial aid, students must be fully admitted into a university program; eligible for continued enrollment; a United States citizen, national, or permanent resident; and making satisfactory academic progress toward a stated educational objective in accordance with Federal and the university’s policies on satisfactory progress for financial aid recipients.

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

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

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

Please note: A select number of courses and seminars may not be financial aid eligible when taken by themselves. Please refer to the degree program pages or contact your academic advisor for further details.

SCHOLARSHIPS

Scholarship information is available on the Huizenga College website at: http://www.huizenga.nova.edu/CurrentStudents/scholarships.cfm

LIBRARY RESOURCES

The university library system is composed of the Alvin Sherman Library, Research, and Information Technology Center, Health Professions Division Library, Law Library, North Miami Branch Library, William S. Richardson Ocean Science Library, and four school libraries. The 325,000 square foot Alvin Sherman Library, Research, and Information Technology Center is a joint-use facility with the Broward County Board of County Commissioners. It serves students, faculty, and staff members of NSU, as well as residents of Broward County. The five-story structure is a high-tech facility using both wire line and wireless technology. Electronic classrooms and group
study rooms are popular areas. Using compact shelving, it has a book capacity of 1.4 million volumes. Within the facility is the 500-seat Rose and Alfred Miniaci Performing Arts Center, enhancing university curricular support and the improvement of the quality of life in South Florida. Overall, the current university’s libraries house approximately 900,000 volumes and 1,400,000 microform units. Agreements have been signed with several libraries throughout the world to provide library support for NSU programs offered in specific geographical areas. The catalogs of all libraries are accessible to local users, distance education students, and faculty members wherever they may be located, via computers using the electronic library. Online databases complement the paper-based holdings and provide full-text resources. Interlibrary agreements through organizations such as the Online Computer Library Center (OCLC), the Southeast Florida Library Information Network (SEFLIN), the Consortium of Southeastern Law Libraries (COSELL), and the National Library of Medicine (NLM) provide broad access to a wide range of materials.

Distance education and online students have access to books, journal articles, microfiche, dissertations, and reference librarians. Librarians travel to class sites to provide training to distance students. Distance students can request library materials using the online order form on our website at www.nova.edu/library/serv/docdel. To contact Document Delivery by phone, call (800) 541-6682, ext. 24602, or on campus, ext. 24602. Document Delivery may also be contacted by email at library@nova.edu.

STUDENT IDENTIFICATION CARD (SHARKCARD)

All students must obtain an NSU student identification card (SharkCard) before starting classes. The SharkCard must be carried at all times when on any of the NSU campuses. The SharkCard is available free of charge and may be obtained by visiting Campus Card Services located in the University Center building on the main campus.

For off campus locations, the form may be downloaded at http://www.nova.edu/nsucard/.

Submit the completed form along with a passport size photo to:
NSU Card Office – Campus Card Services
Nova Southeastern University
University Center, Room 1202
3301 College Avenue
Fort Lauderdale, FL – 33314

For mail-in requests, the NSU Card will be mailed within two weeks from receipt of the request.

Questions should be addressed to the NSU Card Office at (954) 262-8929.

PARKING

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

MINIMUM COMPUTER REQUIREMENTS

All students are required to have unrestricted access to a personal computer. At a minimum, the computer must meet the following hardware and software requirements: sound card and speakers, microphone, antivirus software, Windows 7 or higher, Microsoft Office Suite 2010, and an Internet Service Provider (ISP) (cable or DSL strongly recommended). Classes require the use of Microsoft Office for Windows software programs. PC computers are preferred for the compatibility/use of academic software programs, however if students are using a MAC, they are required to obtain the Windows Operating System and have the Microsoft Office for Windows.

NSU BOOKSTORE

The NSU bookstore is located at University Park Plaza (UPP), which is located at the second traffic light south of 30th Street. To obtain textbook information and NSU gear, visit their website at http://nsubooks.bncollege.com.

NSU COMPUTER ACCOUNTS SHARKLINK

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

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

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

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

Help desk office hours are:
Monday - Friday: 7:00 am - 4:00 am EST/EDT
Saturday & Sunday: 9:00 am - 11:00 pm EST/EDT

OFFICE OF INTERNATIONAL STUDENTS

The Office of International Students (OIS) is committed to providing essential services to assist NSU international students achieve their academic goals. OIS serves as a resource to the university community and provides services and counseling expertise aimed at guiding individual students through the complexities of U.S. government visa regulations.

Students who wish to study at the Huizenga College should contact OIS for details regarding issuance of the I-20. The I-20 will be granted only upon completion of all admission requirements and acceptance into the program of study. In addition, students must be enrolled full-time in order to maintain their I-20 status. Therefore, international students are urged to be sensitive to requirements prior to applying to the program. International students who intend to reside in the United States and who are required to obtain an I-20 are required to attend classes in the state of Florida, in Miami-Dade, Broward, or Palm Beach counties. For further information, please contact OIS.

http://www.nova.edu/internationalstudents/

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

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

NSU REGIONAL CAMPUS LOCATIONS

Fort Myers Student Educational Center
3650 Colonial Court
Fort Myers, FL 33913
(239) 267-6278

Jacksonville Student Educational Center
6675 Corporate Center Parkway
Suite 115
Jacksonville, Florida 32216
(904) 245-8932

Miami Student Educational Center
8585 SW 124th Avenue
Miami, Florida 33183
(305) 274-1021

Miramar Student Educational Center
2050 Civic Center Place
Miramar, FL 33025
(954) 262-9499

Orlando Student Educational Center
4850 Millennia Blvd
Orlando, Florida 32839
(407) 264-5600

Tampa Student Educational Center
3632 Queen Palm Drive
Tampa, Florida 33619
(813) 393-4990

West Palm Beach Student Educational Center
11501 North Military Trail
Palm Beach Gardens, Florida 33410
561-805-2100

Puerto Rico Campus
Professional Offices Park IV
997 San Roberto St
San Juan, PR 00926

http://www.nova.edu/internationalstudents/
ADDRESS AND NAME CHANGES

It is the student’s responsibility to ensure the university has his/her current contact information including mailing address, home telephone number, work telephone number, and email address. Students may update their personal contact information (excluding name change) through WebSTAR at www.webstar.nova.edu.

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

NSU LETTERHEAD AND OTHER OFFICIAL ATTRIBUTION

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

Academic Misconduct. The H. Wayne Huizenga College of Business and Entrepreneurship (Huizenga College) is strongly committed to a policy of honesty in academic affairs. Students are awarded degrees in recognition of successful completion of academic coursework in their chosen fields of study. Each student, therefore, is expected to earn his or her degree on the basis of individual personal effort. Consequently, any form of cheating or plagiarism constitutes unacceptable academic dishonesty. Such academic misconduct will not be tolerated at the Huizenga College and will be penalized according to the seriousness of the infraction, in conformity with the standards, rules, and procedures of the Huizenga College and NSU.

First and foremost, it is the responsibility of each student to know what behavior is, and is not, permitted with respect to each assignment (e.g., homework, term paper, etc.) or assessment (e.g., exam or quiz). Academic misconduct can result in penalties that range from a grade of zero on the assignment or assessment to expulsion from NSU. In the absence of guidance from the professor, one should assume that an assessment is closed-book and to be completed individually (i.e., no assistance from other persons). Obviously, assignments such as homework or a term paper usually allow the use of reference materials; however, in the absence of guidance from the professor, one should assume that the assignment is to be completed individually.

Academic misconduct includes the following behaviors:

- **Plagiarism.** Plagiarism is “the presentation of someone else’s ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious and often punishable offense.” (Aaron, J. (2001), *The Little, Brown Compact Handbook* (4th ed.), Needham Heights, Ma: Pearson/Longman).

- **Cheating on Assignments or Assessments.** Cheating is the use of unauthorized sources during the completion of an assignment or assessment. There are too many examples of cheating to provide a comprehensive list, but consider the following to be illustrative.
  - **Use of Unauthorized materials in preparation for or during an assessment.** Use of Test Banks, copies of exams (old or current) or any reference materials during a closed-book assessment is cheating. Included in this category would be the classic use of “crash sheets” or copying answers from another student’s exam.
  - **Unauthorized contact with other persons during an assessment or assignment.** If an assessment or assignment is to be completed individually, any consultation with another person, other than the professor, is cheating.

A student may consult with others, by **explicit permission of the instructor**, when completing an individual assessment or assignment. However, the student is responsible for submitting his or her own work and assuring that the submission avoids any form of plagiarism.

- **Disruption to Academic Process.**

  Again, it is the responsibility of each student to know what behavior is permitted during the completion of an assessment or assignment. Ignorance is not an acceptable excuse for academic misconduct.

**Discipline for Academic Misconduct and Disruption of Academic Process.** As provided in the *NSU Student Handbook* (2013 – 2014, p. 24), “[v]iolations of academic . . . standards will be handled through the student’s academic college, center, or school.” Behavior that constitutes academic misconduct will not be tolerated and such behavior will result in penalties, as described above. In regard to academic misconduct, it is the responsibility of the faculty member to bring the allegation to the attention of the appropriate program office. It is the further responsibility of the faculty member to assemble and maintain evidence in support of the allegation. In turn, the program office will (1) notify the student in writing of the allegation and (2) provide the student written guidance as to HCBF policy and procedures that must be followed in regard to the allegation, including information about the student’s appeal rights and procedures for pursuing an appeal.
Degree Programs

MASTER’S PROGRAMS
The Huizenga College awards six master’s degrees in business, a Master of Public Administration and a Master of Science in Real Estate Development degrees as detailed below.

Master of Accounting

Master of Business Administration
With Concentrations in:
- Business Intelligence / Analytics
- Entrepreneurship
- Finance
- Human Resource Management
- International Business
- Management
- Marketing
- Process Improvement
- Sport Revenue Generation
- Supply Chain Management

Master of Science in Human Resource Management

Master of Science in Leadership

Master of Taxation

Master of Public Administration

Master of Science in Real Estate Development

POST BACHELOR’S CERTIFICATES:
The Huizenga College awards post bachelor’s certificates as detailed below.

Business Intelligence / Analytics
Entrepreneurship
Finance
International Business
Human Resource Management
Management
Marketing
Sport Revenue Generation
Supply Chain Management
**DEGREE RECOGNITION**

Nova Southeastern University and the H. Wayne Huizenga College of Business and Entrepreneurship are regionally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). SACS is one of six regional accrediting agencies in the United States. Degrees earned at Nova Southeastern University through the H. Wayne Huizenga College of Business and Entrepreneurship are accepted or recognized at the discretion of the University to which the Huizenga College graduate is applying. Generally, degrees earned at a regionally accredited institution are recognized by other regionally accredited institutions. Alumni of the Huizenga College, who wish to pursue academic studies at other institutions, should contact the admissions office of the school to which they are applying for information.

**INSTITUTES AND CENTERS**

Institutes and centers housed within the Huizenga College specialize in delivering non-degree programs, symposia, seminars, and forums for professionals.

**HUDSON INSTITUTE OF ENTREPRENEURSHIP & EXECUTIVE EDUCATION**

The Hudson Institute of Entrepreneurship and Executive Education at the H. Wayne Huizenga College of Business and Entrepreneurship continues Nova Southeastern University's rich tradition of providing practical business education, hands-on learning, and expert consulting services to organizations and individuals.

The Hudson Institute was created in response to the vital need of businesses to tap into the expertise and up-to-date training available through the Huizenga College. The Hudson Institute offers non-degree courses that give companies, managers, and employees that critical cutting edge needed to excel in the intensely competitive environment so prevalent in both the corporate and governmental landscapes of today. Executive Education programs are available as open enrollment courses or as customized in-house programs that are specifically tailored to a corporation’s needs.

The institute proudly carries the name of Harris W. Hudson, a respected and accomplished Florida business executive for the past 45 years. Hudson currently serves on several area boards and continues to make significant contributions to the growth of our community.

**HUIZENGA SALES INSTITUTE**

To meet the demands for a highly competent and proficient sales workforce in today’s business environment, Nova Southeastern University’s H. Wayne Huizenga College of Business & Entrepreneurship has created a first-of-its-kind Sales Program and Institute.

The Huizenga Sales Institute, with its world-class facilities, specialized courses and seasoned faculty, provides opportunities for participants to learn about sales. This learning and skill development will occur not just in the classroom, but also in the training center where participants can practice and hone their skills. By using the Institute’s sixteen role-play rooms (with seating for four) and two conference rooms (with seating for ten), individuals will engage in recorded presentations, which may be viewed in numerous settings for skill development and communication. In addition to these facilities, the sales institute offers facilities for group meetings and conferences.
Master’s Division

The goal of the master’s division is to produce complete managers—managers who can cope successfully with the rapidly changing circumstances of today’s business world. Whether pursuing degree programs in accounting, business administration, human resource management, leadership, or taxation, students will be ensured of a solid management base. This base is provided through our strong programs, which emphasize adding value to organizations by recognizing, understanding, and applying state-of-the-art professional competencies required to manage and make decisions in this global economy.

The master’s degree programs serve nearly 3,000 students on-campus, off-campus at locations throughout Florida, and online. The Huizenga College faculty and program curricula provide students with the knowledge to upgrade their managerial skills while increasing overall organizational effectiveness and value.

PROGRAM FORMATS

The Huizenga College offers master’s degree programs in different formats to meet the needs of its students. The four formats are weekend, online, evening, and day. Dates for classes can be found in the Schedule of Classes http://www.huizenga.nova.edu/scheduleofclasses/.

Depending on the needs of corporate clusters and certain geographic locations, other formats are available. The Huizenga College uses Blackboard to support ground classes and all online delivery.

DAY

Day students pursue their core studies on the main campus by attending weekday classes and participating in optional internships (degree applicable), which allow them to put their newly acquired knowledge to work solving real business problems. In the day format option, students meet Monday through Friday for class over an eight-week term. Day students have the option to pursue their concentration studies in the evening, online, or weekend formats.

EVENING

Evening students attend classes one night per week for 4 hours, per course (subject to change). The evening format is designed for students to meet 8 evenings for a total of 32 hours.

ONLINE

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

More and more companies are delivering their corporate training through online learning methods. The Huizenga College believes that exposing its students to this type of technology will help them to become better learners and better employees, thereby increasing their knowledge capital and adding value to the workforce.

Online classes require the use of Microsoft Office for Windows software programs. PC computers are preferred for online classes for the compatibility/use of academic software programs, however if students are using a MAC, they are required to obtain Microsoft Office Windows for MAC computers.

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

WEEKEND

Huizenga College weekend classes meet in a variety of times and formats. Please check the schedule of classes for exact meeting dates. Depending on the needs of companies and other clients, the Huizenga College may provide customized delivery modalities.
PROGRAM LENGTH

Students pursuing a weekend, weekday, or online master’s programs can complete their program in 21 months when following a full-time continuous schedule if all foundation requirements are met prior to beginning the program. Students enrolled in the Day M.B.A. program may complete their program in one year, but are not required to do so. Students pursuing a certificate program are required to complete the program in a minimum period of one year. Students must consult their Academic Advisor regarding their academic planning.

The program schedule consists of 16 week semesters in Fall and Winter. Depending upon program and course, the Fall and Winter semesters are broken into 8 week terms. The Summer semester is 14 weeks in length. For programs utilizing the 8 week term, there are five entry points (Fall 1 and 2, Winter 1 and 2, and Summer). For programs utilizing the 16 week semester there are three entry points (Fall, Winter, Summer).

ENROLLMENT STATUS

DEGREE PROGRAMS

DAY FORMAT

Students pursuing the day format must be registered for a minimum of 12 credits per 16 week semester in order to be considered full-time status. Students enrolled in 11 or fewer credits per semester will be considered part-time status and a minimum of 6 credits must be pursued to be considered half time and thus eligible for financial aid. Foundation courses do not apply toward credits for financial aid eligibility.

WEEKEND/EVENING/ONLINE FORMAT

Students pursuing the weekend, evening or online format must be registered for a minimum of 9 credits per 16 week semester in order to be considered full-time status. Student enrolled in 8 or fewer credits per semester will be considered part-time status and a minimum of 6 credits must be pursued to be considered half time and thus eligible for financial aid. Foundation courses do not apply toward credits for financial aid eligibility.

POST BACHELOR’S CERTIFICATE PROGRAMS

Students pursuing a certificate program in the weekend, evening or online format must complete their program in a minimum of three semesters. Students are encouraged to consult with their academic advisor to discuss an academic plan for their certificate program.

TIME LIMIT

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

ADMISSION INFORMATION

ADMISSIONS PROCEDURE

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

APPLICATION FOR ADMISSIONS

The completed master’s admission application and a non-refundable $50 application fee should be submitted prior to the term for which admission is desired. Applicants are encouraged to complete the admissions application located on the Huizenga College website (www.huizenga.nova.edu).

COLLEGE TRANSCRIPTS

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

To be considered for conditional acceptance, students are required to submit their bachelor’s degree transcript showing courses in progress, along with a letter on college letterhead stating that they are enrolled in their last term, are in good academic standing and the expected graduation date. To be considered for provisional acceptance, students are required to submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average) to meet academic requirements. The only pending document will be the required score for the English language proficiency test.

Arkansas disclosure: The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

INTERNATIONAL STUDENTS- F1 VISA APPLICANTS

To be considered for conditional acceptance, students are required to submit an official or unofficial transcript indicating degree conferral (stating degree earned, date awarded, and final grade point average) to meet academic requirements. The only pending document will be the required score for the English language proficiency test.

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

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

A template for conditional or provisional acceptance can be found on www.huizenga.nova.edu under conditions of admission.

Students with acceptance based upon unofficial documentation at time of application may register for one term only; however, students in this situation are not financial aid eligible. International students must be fully accepted to begin their program of study. All official documentation, including test scores (GMAT, GRE, and/or English proficiency if applicable) must be received prior to the start of registration for the subsequent term. Registration for future terms is contingent upon receipt and approval of all outstanding documents. If these documents are not received and accepted, the student will not be permitted to register for additional courses and current financial aid will not be disbursed.

Arkansas disclosure: The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

ADMISSIONS REQUIREMENTS

Applicants are evaluated based on demonstrated academic achievement as evidenced by their undergraduate Grade Point Average (GPA) in the
form of official undergraduate transcripts and an official score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE), if applicable. Applicants that have earned a graduate degree from a regionally accredited institution with an overall GPA of a 2.50 or greater will be considered for admission. Admission to the programs is competitive and regrettably not all those who meet the quantitative standards will be offered admission.

Applicants with an undergraduate degree whose GPA is 2.5 or greater (overall or in the last 60 hours, based on a 4.0 scale) from a regionally accredited institution will be considered for admission. Applicants whose undergraduate GPA is between 2.25 and 2.49 (on a 4.0 scale) must also submit a GMAT score of 450 or greater, or GRE score of 1000 or greater based on the previous scale, or 306 based on the current scale to be considered for admission. At the discretion of the Dean, additional information may be required from any applicant, including a GMAT score, as part of the admissions application.

Information regarding the GMAT and GRE can be obtained from the Educational Testing Service. P.O. Box 6103, Princeton, NJ 08541-6103 (GMAT) or P.O. Box 6000, Princeton, NJ 08451-6000 (GRE).

Students desiring to apply to the Masters in Public Administration Program or the Master’s in Real Estate Development Program should review the admission requirements and process on pages 68-69.

CORPORATE SPONSORSHIPS

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

GRADUATES OF FOREIGN INSTITUTIONS

International transcripts must include a certified English translation. A translation of course descriptions and course syllabi may be needed. Records must show the equivalent of an earned bachelor’s degree or higher from a regionally accredited institution in the United States. International applicants whose native language is not English are required to submit evidence of their proficiency in the use of the English language by submitting an official paper-based test score of 550 or higher, computer-based test score of 213 or higher or internet-based test score of 79 or higher on the Test of English as a Foreign Language (TOEFL). A score of 6.0 on the International English Language Testing System exam is acceptable in lieu of the TOEFL. A score of 54 on the Pearson Test of English Academic (PTE Academic) is acceptable in lieu of the TOEFL. A letter on official letterhead from the applicant’s prior university stating a majority of the program course material was conducted in English may suffice for the TOEFL requirement. TALK International, School of Languages, completion of level 9 test with a score of 85% or higher. Completion of ENC 1101 and ENC 1102 with a grade of “A” or higher from a regionally accredited institution may suffice for the TOEFL requirement. All scores and degrees must be within two years of application.

At the discretion of the Assistant Dean, the English language proficiency may be waived based on an interactive and additional documents.

NON-DEGREE SEEKING STUDENTS

Students who wish to take four to six courses may apply as a non-degree seeking student. Non-degree seeking students must adhere to identical admission criteria as degree-seeking students. International students on an F-1 visa may not use non-degree seeking student status.

Students wishing to pursue courses outside of their declared course of study may do so by notifying their academic advisor in writing from their NSU email account. Courses taken outside of the initial program of study may impact a student’s academic standing and Satisfactory Academic Progress. Students should consult with their academic advisor and the Office of Financial Aid respectively regarding these impacts.

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

SECOND MASTER’S DEGREE/ POST BACHELOR’S CERTIFICATE PROGRAM

Students who have earned a Huizenga College master’s degree or certificate and wish to pursue a second master’s degree or certificate with HCBE must notify the Office of Academic Advising in writing and complete an application for admission. Upon receipt, an evaluation will be done to determine if any coursework from the new program can be waived due to the completion of equivalent coursework in the prior
program. Applicants will be notified in writing of the courses that must be completed to attain the second program. For master’s degrees, a minimum of 21 additional credits must be completed to receive a second degree, although more may be required. For certificates students, a minimum of 12 unduplicated graduate level credits must be completed towards another certificate program. Students should consult with their academic advisor to determine if electives may be substituted to fulfill the certificate requirements. Grades earned in any coursework that is waived from the new program will not factor into the student’s program or overall GPA in the new program. Students are not permitted to pursue multiple HCBE master’s degrees simultaneously.

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

JOINT DEGREE PROGRAMS

The Huizenga College provides a unique environment for combining non-business and business education through a number of joint degree programs between the Huizenga College and other NSU schools and departments. An applicant must be offered admission to both schools to be considered a joint degree candidate. Joint degrees are offered in the following areas: Law/Accounting (J.D./M.Acc.), Law/Business (J.D./M.B.A.), Law/Tax (J.D./M.Tax), and Pharmacy/Business (Phar.D./M.B.A.). Psychology/Business (Psy. D./M.B.A.), students are not permitted to pursue the joint degree program in the Day format.

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

- Shepard Broad Law Center: One year
- College of Pharmacy: Two years
- Center for Psychological Studies: Two years

Students must also adhere to the academic standards of their primary program of study and provide documentation that they are permitted to register for classes with the business school each term. Conferral of the joint business degree is contingent upon satisfactory completion of the student’s primary program of study. Students who do not meet the academic requirements for conferral of their primary program and who wish to complete the business degree will be required to complete all the business school criteria for program completion. Please contact the Office of Academic Advising for additional information.

Courses listed below are satisfied by course equivalents from the student’s primary college. Students in a joint degree program must be registered for business school courses by a Huizenga academic advisor.

- Law/Business (J.D./M.B.A. in Management) MGT 5620
- Pharmacy/Business (Phar.D./M.B.A. in Management) MGT 5620, MGT 5105, and QNT 5160
- Psychology/Business (Psy. D./M.B.A. in Management) MGT 5620, QNT 5160
- Law/Accounting (J.D./M.Acc.)* ACT 5781, ACT 5782, TXX 5761, TXX 5762
- Law/Tax (J.D./M. Tax)* TXX 5761, TXX 5762

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

Joint degree students will need to consult with the Office of Financial Assistance to determine financial eligibility for foundation courses.

TRANSFER POLICY

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

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

Applications requesting approval of transfer credit are made in writing at the time of application. Students must initiate the process of transferring their credits no later than the end of their first term of enrollment with their assigned academic advisor for course work in which credit has already been awarded. Students
will need to submit a course description and/or course syllabus so that the course may be evaluated by the designated faculty chair. Transfer of credit will not be awarded for any coursework taken after a student has begun coursework with the Huizenga College. Credits earned at Nova Southeastern University are transferable at the discretion of the receiving school. Students who wish to transfer credit should contact the admissions office of the receiving school for information.

ACCESS TO TECHNOLOGY
Candidates applying to a master’s program must have unrestricted access to a computer, the Internet, and have demonstrable working knowledge of Microsoft Office software suite (Word, Excel, and PowerPoint). See Table of Contents for Minimum Computer Requirements.

ADMISSION DECISION OF APPLICANT
All applicants are notified in writing of the admission decision. An official decision letter is mailed to the applicant’s address on record. The Huizenga College reserves the right to request additional information from all applicants (e.g. resume, additional test scores).

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

ADMISSION APPEAL PROCESS
Any applicant who is denied admission has the right to appeal the decision, in writing, to the Dean. The Dean will notify the applicant when a decision has been reached. Please direct all correspondence to:

Nova Southeastern University
H. Wayne Huizenga College of Business and Entrepreneurship
Attn: Dean Jones
3301 College Avenue
Fort Lauderdale, Florida 33314

FOUNDATION COURSES
Students required to complete foundation courses (undergraduate courses to demonstrate readiness for master’s courses) may enter their program of study; however, they may not enroll in graduate courses before the corresponding foundation course is satisfied. For example, in the M.B.A./Management degree, a student may enroll in an accounting foundation course while taking graduate courses in a marketing since the accounting foundation course does not serve as a foundation. Undergraduate courses taken outside the Huizenga College with similar course titles, as detailed in the list below, are not automatically accepted. Course descriptions and/or syllabi may be required to ensure equivalency. Courses offered from hospitality or other university divisions may not be accepted. Students taking foundation courses outside the Huizenga College after matriculation must have the courses approved through their academic advisor, prior to registration, to ensure equivalency.

FOUNDATION COURSE SATISFACTION
Satisfactory completion of foundation course(s) of three semester credits or more; requires grades of “B” or better (MBA) or “C” or better M. S. Degrees, MTAX, or MACC (2.0 on a 4.0 scale). Students have three options for satisfying a program foundation course:

1. Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship (undergraduate or graduate);
2. Take a required course through a regionally accredited institution with prior course approval in writing from the H. Wayne Huizenga College of Business and Entrepreneurship (students who have completed a course outside of the country may have to provide a NACES translation of the course description or syllabus if additional information is required.);
3. Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES.

Grades earned in foundation courses satisfied at HCBE factor into the student’s academic standing. Consult your academic advisor for details and guidance. Foundation courses are not eligible for financial aid. Students should consult the section titled Financial Aid Eligibility for additional information.
The following undergraduate level courses are required:

**Master of Accounting** — principles of accounting, intermediate accounting I, II, and III, cost accounting, advanced accounting, basic financial statement auditing. (Completion with a grade of C or higher)

**Master of Business Administration** (includes all concentrations) — Business or corporate finance, financial accounting, and statistics (courses can be no older than 5 years from the month and year the undergraduate degree was conferred with a grade of "B" or higher.)

**Master of Public Administration** — American government and statistics

**Master of Science in Human Resource Management** — none

**Master of Science in Leadership** — none

**Master of Science in Real Estate Development** — none

**Master of Taxation** — principles of accounting and intermediate accounting I

**FINANCIAL AID ELIGIBILITY**

The following foundation courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

- ACTP 5001 Introductory Accounting
- ACTP 5004 Cost Accounting
- ACTP 5006 Intermediate Accounting I
- ACTP 5007 Intermediate Accounting II
- ACTP 5008 Intermediate Accounting III
- ACTP 5009 Advanced Accounting
- ACTP 5010 Auditing
- ACTP 5711 Internet Technology
- ACTP 5712 Accounting Principles Review
- FINP 5001 Accounting and Finance Foundations
- PUBP 5002 Statistics Workshop
- PUBP 5003 American Government Workshop
- QNTP 5000 Business Statistics

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

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

**CHANGE OF MAJOR**

Students who wish to change their major (degree program) within the Huizenga College must do so in writing to the Office of Academic Advising. The student's record is re-evaluated for approval for the program in which they seek admission. Students seeking a change of major must be in good academic standing in their current program before consideration is given for acceptance into a new program of study. A change in major will adhere to the current Graduate Catalog requirements. Students wishing to change programs to the MPA or MS Real Estate program may need to satisfy additional requirements. All graduate course-work taken at the Huizenga College is calculated into a student’s cumulative GPA prior to degree or certificate conferral. This may affect a student’s academic standing when a change of major (degree program) is fulfilled. See table of contents for academic standards.

**MBA DAY STUDENTS and EVENING, WEEKEND, and ONLINE STUDENTS**

Students enrolled in an MBA program and wishing to change from either the Day format or the Evening, Weekend, or Online format must submit a written request to the Office of Academic Advising. Program format changes are considered curricular changes, and must adhere to the current Graduate Catalog requirements. Students who make this change must be aware that they may lose credit for courses taken and may need to take additional courses, and the length of their program may change.
Master’s Enrollment

OFFICE OF ACADEMIC ADVISING

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

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

CAPP DEGREE EVALUATION

The Curriculum, Advising and Program Planning (CAPP) Degree Evaluation system allows students to compare their completed coursework against the degree requirements published in the college catalog. CAPP can be accessed through SharkLink located at https://sharklink.nova.edu/cp/home/displaylogin. CAPP is not meant to replace your academic advisor or the catalog; it is a reference tool to help you track your progress towards degree completion. CAPP Degree Evaluations are not official transcripts. Students should consult their academic advisor for detailed program requirements and course options. For further information about CAPP Degree Evaluation, please visit the Registrar’s Web site http://www.nova.edu/capp.

REGISTRATION POLICY

Students are required to register themselves for courses via the WebSTAR system located in SharkLink at https://sharklink.nova.edu/cp/home/displaylogin during the registration period. To access WebSTAR, students must have a WebSTAR PIN, which may be obtained by contacting Pin Help at (954) 262-4850 or (800) 541-6682 ext. 24850 weekdays or via email at pinhelp@nova.edu. Students who have not met their financial obligations to the university may not register until all financial holds are removed. All questions about student billing and accounts should be directed to the Bursar’s Office at (954) 262-5200.

Students must register for all courses prior to the start of the term; as such, late registrations will not be processed after the first day of the term. Students cannot attend class sections for which they are not registered and no auditing of courses is permitted. No credit for work will be granted in a course for which a student is not registered.

Note: Students admitted to the day M.B.A. are not permitted to take core courses in the Weekend, online or evening format unless an exceptional circumstance arises, such as medical or family emergency. If an exceptional circumstance arises, student must present documentation to and receive permission from the Assistant Dean of Graduate Affairs.

LATE REGISTRATION POLICY

Students are encouraged to register early in the normal registration period to reserve their space in course(s). The late registration period follows the normal registration period. During the late registration period, students who have not yet registered for the term may register through WebSTAR and/or their academic advisor; however, a late fee will be assessed (see Table of Contents for Student Fees). Students adding an additional class during the late registration period will be exempt from the late registration fee. New students enrolled in their first term will be exempt from this fee. The Huizenga College reserves the right to refuse any late registrations during the late registration period. Consult the term dates for specific information.

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

DROP AND WITHDRAWAL POLICY

Master’s students wishing to drop or withdraw may do so by utilizing one of the following options:

1. Access the WebSTAR system located in SharkLink at https://sharklink.nova.edu/cp/home/displaylogin if dropping classes prior to the start of the term (Students wishing to drop all classes should use option 2 or 3).

2. Complete an online Drop/Withdrawal request form located in the My Classes module on the HSPortal: https://secure.huizenga.nova.edu/hsportal/ (This is the only option available to students who have a hold, are dropping/withdrawing from their only course within that term, or are...
dropping/withdrawing from a one week Capstone or Workshop)  
3. Complete a Student Transaction Form and submit it to an Academic Advisor via your NSU email or by fax

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

Please refer to the master’s academic calendar for specific drop periods and corresponding refund percentages by term at:  
http://www.huizenga.nova.edu/CurrentStudents/Calendar/singleseacalendar.cfm?Calendar_ID=18

Students who have questions regarding a drop or withdrawal should contact their academic advisor for assistance.

STUDENT ENROLLMENT AGREEMENT (SEA)  
All students must complete the online Student Enrollment Agreement (SEA) form each semester in order to register for classes. The SEA requires students to agree with NSU standards and policies regarding course registration and withdrawal, financial responsibility, a release of liability, and more. Students registering for courses will be prompted to complete the form as part of the registration process on SharkLink  
https://sharklink.nova.edu/cp/home/displaylogin.

Students who do not complete the SEA will be dropped from their courses by the NSU Office of Enrollment and Student Services. For further information about the SEA, please visit the Registrar’s Web site http://www.nova.edu/registrar/

REFUND POLICY  
Master’s students are entitled to a full refund of all payments (excluding registration and application fee) if the registration is cancelled by the student prior to the start of the term. In addition, students will receive a full refund of tuition payments and registration fee paid (excluding application fee) if they do not meet minimum admission requirements; or for a cancelled course, seminar, or workshop; or for a cluster that does not begin.

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

Students with questions about a drop or withdrawal should contact their academic advisor for assistance. Students should also consult the Office of Student Financial Aid on how dropping or withdrawing from your classes can affect not only current aid, but future aid as well.

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

1-3 credit courses  
Please refer to the master’s academic calendar for specific drop periods and corresponding refund percentages by term at:  
http://www.huizenga.nova.edu/CurrentStudents/Calendar/singleseacalendar.cfm?Calendar_ID=18

0-credit courses/workshops  
Students registered for any zero credit course/workshop or 1 week credit bearing capstone may receive a 100% tuition refund if the drop request is made prior to the start of the term. If a withdrawal request is made after the class begins, no refund will be granted, but the student may withdraw from the class prior to the last day of the scheduled course.

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

ATTENDANCE POLICY  
Students are expected to attend all scheduled class meetings. Students must clear any anticipated absence with their instructor (or the Program Office, if an instructor is unavailable) in advance. Excessive absences will affect a student’s final course grade. Instructors are required to take attendance at each class session. Nonattendance/nonparticipation does not constitute a drop or refund request. At the discretion of the professor and Program Office, students may be dropped from a course due to excessive absences and the aforementioned refund policies will be in effect.
CLASS CANCELLATIONS

All classes offered are subject to cancellation. The university will refund 100% of tuition and fees paid for courses that are cancelled. The university is not liable for travel expenses incurred by students due to class cancellations.

Taking a class in a different modality due to the cancellation of a course does not change the published tuition rate. Example: In the event of the cancellation of a ground-based class, tuition rates are not transferable to the same class offered online. Students who elect to take the course online will pay the online tuition rate.
**Master’s Student Fees and Tuition**

<table>
<thead>
<tr>
<th>STUDENT FEES</th>
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<tbody>
<tr>
<td>Registration</td>
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<tr>
<td>Late Registration</td>
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<tr>
<td>Student Services</td>
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<tr>
<td>($175.00 for 3 credits or less and</td>
<td>$175.00/</td>
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<tr>
<td>$350.00 for 4 credits or more per</td>
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<td>Comprehensive Professional HR Review</td>
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<tr>
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<td>Development (per credit, all formats)</td>
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<td>Foundation courses (per course)</td>
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<td>MGT 5112 (per course)</td>
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<td>ACTP 5712 (per course)</td>
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<td>PUBP 5002 and PUBP 5003 (per course)</td>
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<td>Certificate Courses (by delivery</td>
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<td>format; see above)</td>
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</table>

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

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

The seminar and course materials fees are assessed to defray non-academic expenses associated with the delivery of these course activities. These include such items as logistical support of students and program-related materials typically not covered by tuition.

**PAYMENT POLICY**

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

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

ACADEMIC STANDARDS

GPA REQUIREMENT – ALL PROGRAMS (Except MACC and MTAX)

All HCBE graduate students (except those in the Master’s of Accounting and Master’s of Taxation programs) must maintain a minimum cumulative grade point average (GPA) of 3.0, including post bachelor certificate courses, for the duration of their course of study in order to be considered in good academic standing. Students whose cumulative GPA falls below the appropriate GPA will be placed on academic probation for one term. Students who fail to raise their GPA to an appropriate level in the subsequent term will be suspended from the Huizenga College for the duration of two consecutive academic semesters. Academic standings are noted on a student’s official transcript.

GPA REQUIREMENT – MACC AND MTAX PROGRAMS ONLY

All students enrolled in the MACC and MTAX programs must maintain a minimum cumulative grade point average (GPA) of 3.25, including post bachelor foundation courses, for the duration of their course of study in order to be considered in good academic standing. Students whose cumulative GPA falls below a 3.25 minimum will be placed on academic probation for one term. Students who do not raise their GPA to a 3.25 during the probation term will be suspended from the Huizenga College for the duration of two consecutive academic semesters. Academic standings are noted on a student’s official transcript.

ACADEMIC PROGRESS

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

ACADEMIC STANDING AND PROBATION

Students may only enter probation status one time while in a master’s level program. Once a student has satisfied the probation requirements and is no longer on probation, he/she must remain in good academic standing for the duration of their degree program. Students who fall below good academic standing for a second time will be suspended from the Huizenga College for the duration of two consecutive academic semesters with no appeal. Students are not permitted to change degree programs while on probation.

TAKING COURSES WHILE ON PROBATION

Probation is a serious academic matter that should not be taken lightly. Students on probation may only take courses in compliance with the terms of their probation. This may include a limitation on the number of courses taken in a semester. Students are required to retake courses in which substandard grades were earned in order to regain good academic standing. Tuition discounts are not granted when students repeat a course. Students are advised to take courses under probation standing only when ready to devote maximum effort to their studies. Students seeking a change of major must be in good academic standing in their current program before consideration will be given for acceptance into a new program of study.

PROCESS FOR REINSTATEMENT FROM ACADEMIC SUSPENSION

A suspended student may petition for reinstatement to the Huizenga College after serving two consecutive academic semesters of suspension. The student must appeal for reinstatement in writing to the Director of Academic Advising at least 60 days prior to the first day of the term in which they wish to enroll. Within the petition, the student should state the reasons why their academic potential has improved since suspension and what their strategy for success will be if reinstated. The reinstatement packet will be reviewed by the program faculty and the student will be notified in writing as to the decision pertaining to the reinstatement request.

Suspended students wishing to return after 3 semesters (one academic year) have lapsed will need to complete a new HCBE admissions application in addition to submitting a reinstatement request letter.

Readmission to a program after academic suspension is not guaranteed.

CONTINUED PROBATION UPON REINSTATEMENT FROM ACADEMIC SUSPENSION

Students reinstated from academic probation are subject to all current program policies and degree requirements. Reinstated students will automatically be placed on continued probation upon reentry into their program and cannot earn less than a B in any subsequent grades. Reinstated students will be required to meet with their Academic Advisor prior to
registering to develop an academic success plan and monitor their progress. Students must repeat courses in which substandard grades were earned in order to regain good academic standing. If the student is unable to achieve and maintain good academic standing in their program during any semester following reinstatement, the Huizenga College reserves the right to permanently dismiss the student for substandard academic performance.

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

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

**APPEAL PROCESS FOR SUSPENSION**

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

**ACTIVE STATUS AND REINSTATEMENT**

Please note that requirements for financial aid and immigration status are generally more stringent than the requirements for continuous registration as stated herein. Students are considered actively engaged in master’s level study if they are enrolled in one or more master’s level or foundation courses at the Huizenga College in a given term. Students who interrupt their studies for 3 consecutive semesters are considered inactive and will be withdrawn from their program.

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

The grading system for graduate programs is as follows:

<table>
<thead>
<tr>
<th>GRADE</th>
<th>QUALITY POINTS</th>
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<tbody>
<tr>
<td>A</td>
<td>4.0</td>
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<tr>
<td>A-</td>
<td>3.7</td>
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<td>B+</td>
<td>3.3</td>
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<td>B</td>
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<td>B-</td>
<td>2.7</td>
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<td>C+</td>
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<td>C</td>
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<td>P</td>
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GRADE POINT AVERAGE AND QUALITY POINTS

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

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

**Note: Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Professors qualified to make that judgment assign student grades. Appropriately, all assignments, projects, cases, exams and/or final course grades are matters for faculty and students only. This includes any work for which students earn a grade. Grade appeals are not entertained.**

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

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

INCOMPLETE GRADE POLICY

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

Should the student meet the incomplete policy criteria and the course professor agree, the professor would prepare an incomplete contract. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (four months). The incomplete contract must be submitted to the Office of Program Management no later than when final grades are due. During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

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

The Office of Program Management monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student’s academic transcript.

**Note: Students earn grades based on their performance relative to the established criteria and benchmarks for each class. Professors qualified to make that judgment assign student grades. Appropriately, all assignments, projects, cases, exams and/or final course grades are matters for faculty and students only. This includes any work for which students earn a grade. Grade appeals are not entertained.**

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

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

INCOMPLETE GRADE POLICY

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

Should the student meet the incomplete policy criteria and the course professor agree, the professor would prepare an incomplete contract. The incomplete contract must contain a description of the work to be completed and a completion date. The completion period should be the shortest time possible. In no case may the completion date extend beyond one term (four months). The incomplete contract must be submitted to the Office of Program Management no later than when final grades are due. During the incomplete grade period, the student is required to engage in active communication with the professor to complete the remaining coursework.

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

The Office of Program Management monitors each incomplete contract. If a change of grade form is not submitted by the scheduled completion date, the grade will be changed automatically from I to IF. An IF will calculate into the GPA as an F. When a student retakes the course, the higher of the earned grade will be calculated into the GPA. However, all grades will remain part of the student’s academic transcript.
The Program Office, in collaboration with the department chairs, reserves the right to disallow an incomplete grade contract if the student does not qualify based on the above criteria or believes the student is abusing the policy by repeatedly requesting an incomplete grade.

<table>
<thead>
<tr>
<th>I</th>
<th>Incomplete</th>
<th>See Incomplete grade policy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IF</td>
<td>Incomplete Failure</td>
<td>Given when students fail to satisfy an incomplete contract within the designated time period or when an incomplete contract has not been signed.</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
<td>See drop and refund policies.</td>
</tr>
<tr>
<td>WU</td>
<td>University Withdrawal</td>
<td>Withdrawn by the University.</td>
</tr>
</tbody>
</table>

**REPEATING A COURSE**

A student who has earned the grade of A in a course may not repeat the same course for credit. If a student repeats a course one or two times, the higher grade of the attempts are calculated in the overall GPA. If a course is repeated three or more times (four or more attempts total), only the two lowest grades will be excluded from the GPA. All grades from attempts of the same course will remain on the transcript as a matter of academic record. However, course credit will only calculate once towards degree completion. Students repeating a course must pay full course tuition and fees (tuition awards are not granted.) Failing grades earned by students convicted of academic misconduct are not excluded from the GPA calculation.

**GRADE REPORTS**

Students may view their grades online through WebSTAR located at www.webstar.nova.edu typically 7 – 10 days after the end of the term (Master’s: for eight week classes October, December, March, May, and July, for sixteen weeks classes December, May, and August). Students may contact their academic advisor if grades are not posted by stated times. Students will not receive grade reports through regular mail.

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

Students eligible for the Corporate Partner and Government Employee Awards must complete the online verification process each term via the HSPortal. All other students wishing to obtain an award from the Huizenga College will need to submit their request with the Office of Academic Advising in writing from their NSU email account. Requests for all awards must be submitted, and the verification process completed, prior to the start of each academic term. Students are not eligible to have awards applied for terms prior to completing the online verification process or submitting an official request to the Office of Academic Advising. If the student is unable to submit verification online they should notify their academic advisor via their NSU student email account prior to the start of the term. Students are accountable for reviewing their financial record to ensure accuracy of tuition and fee assessments.

The tuition awards will not apply to undergraduate / graduate level foundation courses, repeated courses, zero credit classes or any fees associated with the student account. NSU employees that receive 100% tuition waiver are not eligible to receive awards. The award amount will change each year based upon published tuition rates.

NSU ALUMNI AWARD

The Huizenga College encourages continuing education by offering an alumni award to qualified applicants. Undergraduate and graduate students who have completed their degree at Nova Southeastern University and qualify for admissions into one of the Huizenga College’s master’s degrees or Certificate programs are eligible for the award. Accounting and Taxation award is $153.80 off per credit of published tuition rates. MS in Real Estate is $166.40 off per credit of published tuition rates. All other programs receive an award of $151.80 off per credit of published tuition rates. Persons seeking this award must fill out the online verification form previously referenced above.

ALUMNI AWARD FOR POST BACHELOR’S CERTIFICATES

Graduates of a Huizenga College master’s degree program who wish to continue their education by seeking a Certificate of Specialization are granted an alumni award of $153.80 off per credit for Accounting and Taxation programs. MS in Real Estate is granted $166.40 off per credit of published tuition rates and $151.80 off per credit for all other programs. To be considered an alumnus of a Huizenga College master’s degree program, a student must have their first master’s degree conferred, reapply for admission, and gain entry in accordance with the Huizenga College’s admissions standards. Persons seeking this award must make an official request in writing to the Office of Academic Advising.

Students who started their program prior to the fall of 2015 (201620) will be grandfathered under the previous discount of 50% off the published tuition rates until they finish their program or are inactive for a year.

Students wishing to declare a second certificate program may elect to decline the 50% award in writing to their academic advisor and receive the standard $151.80 off per credit for both programs. Only one tuition award may be applied to the student account per term.

GOVERNMENT EMPLOYEE AWARD

Students who are city, county, federal, or other U.S. government employees are entitled to an award for all Huizenga College Master’s Degree programs. Accounting and Taxation award is $153.80 off per credit of published tuition rates. MS in Real Estate is $166.40 off per credit of published tuition rates. All other programs receive an award of $151.80 off per credit of published tuition rates. Persons seeking this award must fill out the online verification form previously referenced above.

CORPORATE PARTNER AWARD

Students who are employed by an HCBE Corporate Partner are entitled to an award for all Huizenga College Master’s Degree and Post Bachelor Certificate programs. Persons seeking this award must fill out the online verification form prior the start of each term as previously referenced above. The award is based on individual corporate agreements. Please contact your academic advisor via your NSU student email account for additional information.
AWARD FOR ALUMNI OF HIGHER EDUCATION INSTITUTION PARTNERS

Students who are have graduated from various partner colleges are entitled to an award towards Huizenga College Master’s Degree and Post Bachelor Certificate programs. Persons seeking this award must make an official request to the Office of Academic Advising. The award is based on individual partner school agreements. Eligible students should contact their academic advisor via your NSU student email account for more specific award information.

MILITARY SERVICE AWARD

Students who are on active duty, retired, honorably discharged, and/ or considered reserves are eligible for this award. The tuition award amount per credit hour for all graduate degree programs is $435.00 per student hour. Students must submit verification to their academic advisor (e.g. the DD214). A comprehensive list of approved military service verification documents can be found at: [https://www.dmdc.osd.mil/appj/scra/single_record.xml](https://www.dmdc.osd.mil/appj/scra/single_record.xml) or submitting the DD214 or military ID with expiration date. Students must send their request to their academic advisor each term via their NSU student email account in order to receive this award. Eligible students should contact their academic advisor via their NSU student email account for specific award information.

PROFESSIONAL ORGANIZATIONS

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

DEGREE CONFERRAL REQUIREMENTS

To be eligible for conferral of a master’s degree (or awarded a graduate certificate), the student must fulfill the following requirements.

1. Gain admission as a degree-seeking (or certificate-seeking) candidate
2. Complete all curriculum and program requirements (including foundation courses.)
3. Achieve a program and cumulative GPA of 3.0 or higher (including certificate courses taken at the master’s level.) For students in the Masters of Accounting or Masters of Taxation programs, this GPA threshold is 3.25.
4. Earn no more than two grades of a C or below in all coursework.
5. Complete the Application for Degree form and pay the conferral fee. The Application for Degree form may be downloaded from the school’s website. Students should complete the form at the time of registration for their final term. (Certificate seeking candidates: notify your academic advisor that you have completed all course work pertaining to the certificate.)
6. Fulfill all obligations to the library, the student’s program, and the bursar’s office.

DEGREE CONFERRAL

NSU’s Huizenga College awards six master’s degrees: Master of Accounting, Master of Business Administration, Master of International Business Administration, Master of Public Administration, Master of Science, and Master of Taxation. The diploma indicates the student has earned a master’s degree in one of the areas listed; it does not indicate the concentration or major field of study. The academic transcript, the official record of academic achievement at NSU, indicates degree earned, major field of study, and certificate/concentration, if any.

A student’s degree is conferred once the student has met all of the graduation requirements for their chosen degree. Degrees are conferred on the last day of each month. Once all course grades for the degree are posted, applications for degree conferral take from 2-6 weeks to process. Certificate seeking candidates: A certificate will be mailed out to the student 6-8 weeks from the time of notification to the Academic Advisor to the address listed on record. Applications for Master’s degree conferral and final grades must be received by the 15th day of the month in order for the degree to be conferred that same month. If the application or grades are posted after the 15th it may take until the end of the next month to be conferred. Diplomas take 6-8 weeks after conferral to be mailed and are sent to the student’s mailing address on record.

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

GRADUATE CERTIFICATE AWARDING

After 6-8 weeks from the time of notification to the Academic Advisor that a student has completed, or will complete, a graduate certificate program a certificate will be mailed out to the student’s mailing address on record.

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

COMMENCEMENT

The Huizenga College holds an annual graduation ceremony in Broward County, Florida. Master’s students who have completed all their degree requirements by April 30th of the current year, and are in good academic standing, are automatically invited to attend. Master’s students who are expected to complete all degree requirements during the second eight week term of the winter semester (March – May) or summer semester (May – August) of the current year, and are in good academic standing, are eligible to petition to attend the commencement ceremony via the Huizenga Commencement website - http://www.huizenga.nova.edu/commencement/graduate/criteria.cfm. Petitions will be accepted and considered when students enroll in their final summer courses. Students who submit late petitions to attend the commencement ceremony may not have their names appear in the ceremony program.
GRADUATION WITH HONORS

Sigma Beta Delta

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

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

Each year students are notified by mail, typically in April, if they meet the criteria to join Sigma Beta Delta. Those students who are invited to join may attend a special inductee ceremony. Students must be inducted within one year of degree conferral; otherwise they are no longer eligible per the bylaws of Sigma Beta Delta. For more information, students may contact the Sigma Beta Delta secretary at NSU via email at sigmabetadelta@huizenga.nova.edu.
Huizenga Master’s Degree Programs

MASTER OF ACCOUNTING

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

Program Learning Goals
1. Assess the effects of current and proposed legal and regulatory environments on financial and regulatory reporting.
2. Recognize moral issues and apply ethical principles and professional codes of conduct.
3. Measure and evaluate the operating performance and financial condition of for-profit, governmental and nonprofit entities.
4. Compose and communicate relevant information in an effective and professional manner.
5. Evaluate the effects of domestic and global business practices and environmental factors on the measurement, communication, and evaluation of financial information.

Curriculum
The Masters of Accounting program is a 39 credit hour program, consisting of six core courses, and seven elective courses.

Required Courses (credits)
- ACTP 5711 Internet Technology* (0)
- ACTP 5712 Accounting Principles Review** (0)
- ACT 5713 Accounting Theory (3)
- ACT 5725 Financial Statement Analysis (3)
- ACT 5731 Accounting Information and Control Systems (3)
- ACT 5741 Advanced Financial Accounting and Reporting (3)
- ACT 5743 Advanced Issues in Auditing (3)
- ACT 5753 Fund Accounting (3)

Elective Courses (see note) (credits)
- ACT 5717 Forensic Accounting (3)
- ACT 5721 Accounting Professional Ethics (3)
- ACT 5733 Advanced Managerial Accounting (3)
- ACT 5735 Controllership (3)
- ACT 5736 Internal and Operational Auditing (3)
- ACT 5742 Contemporary Accounting Issues in Business (3)
- ACT 5744 Regulatory Issues for Accountants (3)
- ACT 5756 International Accounting (3)
- ACT 5781 Business Law I (3)
- ACT 5782 Business Law II (3)
- ACT 5798 Financial Accounting Research (1)
- TXX 5761 Taxation of Individuals (3)
- TXX 5762 Taxation of Corporations & Partnerships (3)
- TXX 5763 Taxation of Estates, Trusts, and Gifts (3)
- TXX 5765 Tax Policy (3)
- TXX 5766 International Taxation (3)
- TXX 5767 IRS Practices and Procedures (3)
- TXX 5768 Real Estate Taxation (3)
- TXX 5769 Tax Planning and Research (3)
- TXX 5770 Taxation of Exempt Organizations (3)
- TXX 5773 State and Local Taxation (3)
- TXX 5774 Fiduciary Income Taxation (3)
- TXX 5776 Comparative International Taxation (3)
- MGT 5107 Master’s Internship (Optional)*** (0)

Total Curriculum Requirements: 39 credits

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

* ACTP 5711 is required for any Master of Accounting student. The course must be taken in the first term. Failure to pass ACTP 5711 will result in a drop from all other courses. This may affect student's financial aid. This course is not financial aid eligible when taken by itself.

**ACTP 5712 – is required of all students without an undergraduate degree in accounting and is at the discretion of the Department Chair.

***Internship Course Option MGT 5107 (0 Credit)
Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HCBE Academic Advisor to discuss eligibility requirements and application.
Foundation Courses
For students who did not complete the required foundation courses at the undergraduate level and score the grade of “C” or higher, these courses must be taken. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

- ACTP 5001 – Introductory Accounting
- ACTP 5004 – Cost Accounting
- ACTP 5006 – Intermediate Accounting I
- ACTP 5007 – Intermediate Accounting II
- ACTP 5008 – Intermediate Accounting III
- ACTP 5009 – Advanced Accounting
- ACTP 5010 – Auditing

CPA & CMA EDUCATIONAL REQUIREMENTS

Due to the accounting scandals in recent years and the passage of the Sarbanes-Oxley Act (SOX), the demand for quality accounting services and qualified accountants has increased. Accounting certification is one key measure of expertise, professionalism, and quality.

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

REQUIREMENTS FOR LICENSURE

- PASS ALL FOUR PARTS OF CPA EXAMINATION: with at least a 75% within 18 month rolling period.
- ONE YEAR WORK EXPERIENCE: Must be under the supervision of a licensed CPA (This experience can be obtained prior to the application, while sitting for the exam or after all four parts of the exam has been passed. However, requirements to sit for the exam must be met before work experience commences.)
- TOTAL REQUIRED HOURS: 150 semester or 200 quarter hours
- TOTAL UPPER DIVISION ACCOUNTING HOURS: 36 semester or 54 quarter to include the following: Taxation, Auditing, Financial, Cost/Managerial and Accounting Info Systems.
- TOTAL UPPER DIVISION GENERAL BUSINESS HOURS: 39 semester hours or 58 quarter hours to include the following: six (6) semester hours or eight (8) quarter hours of business law. One course can be at a lower lever (freshman or sophomore), the other course must be upper division (junior level or higher). Business Law 1 and Legal Environment of Business are often considered duplicate.

Other important information: These requirements include the requirements to sit for the CPA exam under the 120 semester or 160 quarter hour rule.

WORK EXPERIENCE RULE

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

In 2008 the Florida legislature expanded the work experience requirement to include all applicants for CPA licensure regardless of when the individual sat for the CPA examination. In addition to experience obtain in the public accounting and government, the 2008 legislative change also allows experience obtained in industry and academia.

Excess upper division accounting courses may be used to meet the general business requirement. However, elementary accounting classes are never acceptable for credit. Neither are courses for non-accounting majors and any MBA courses that are equivalent to elementary accounting.

Students are responsible for keeping current on state requirements.

Florida Board of Accountancy
240 NW 76th Drive, Suite A
Gainesville, FL 32607
Phone: (850) 487-1395
Fax: (352) 333-2508
http://www.myfloridalicense.com/dbpr/cpa/licensure.html

Certified Management Accountant (CMA) Requirements

Listed verbatim below are the requirements for the CMA.

1. The CMA is an international designation, and the ICMA establishes the requirements needed to sit for the CMA exam. Passing the CMA exam does not lead to licensure in a state as the CPA does. The educational requirements that ultimately must be fulfilled to earn the CMA designation are: Hold a bachelor’s degree, in any area, from a regionally accredited college or university. Or
2. Pass the U.S. CPA examination or hold another professional qualification that is comparable to the CPA, CMA, CFM, etc. or
3. Achieve a score in the 50th percentile or higher on the Graduate Management Admission Test
(GMAT) or the Graduate Record Examination (GRE).

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

All inquiries regarding the CMA program should be addressed to:
Institute of Management Accountants
10 Paragon Drive
Montvale, New Jersey 07645-1718
(800) 638-4427
Website: www.imanet.org/index.asp
MASTER OF BUSINESS ADMINISTRATION

Program Objectives
The principal objective of this curriculum is to substantially change the way students think and work. It provides insights into their behavior and that of their constituents, focusing on continuous personal and professional improvement while adding value to their organizations.

Students are immersed in new and innovative approaches and ideas to meet the challenges of continuous change. The M.B.A. curriculum dares students to shift the way they approach decision-making. The Huizenga College is committed to fostering within our students the ability to work as a team, the tools to manage change, the freedom to cultivate their entrepreneurial spirit, and the orientation of providing customer value.

Program Philosophy
The M.B.A. program emphasizes the philosophy of adding value to the organization, and is based on an approach that the Huizenga College calls "value-driven management.” By experiencing this approach in the M.B.A. curriculum, students will master professional competencies required to manage in this rapidly changing global environment. Students will uncover how to integrate their value-driven perspectives with those of their organization: employees, customers, suppliers, competitors, third parties, owners, and other stakeholders.

Program Learning Goals
1. Develop innovative financial, management, and marketing strategies that creatively and ethically solve global business problems. This is accomplished through emphasizing the sustainability of a business, integrating corporate entrepreneurship, and reflecting cultural diversity and inclusion.
2. Assess the impact of globalization, world economy, legal principles, the regulatory environment, societal and political developments, technological changes, competitive structure, and the natural environment on organizational decisions.
3. Analyze business prospects and problems by gathering relevant data, applying appropriate quantitative and analytical techniques, developing and evaluating innovative courses of action, and determining optimal solutions.
4. Examine the importance of leading and influencing others, maintaining collaborative business relationships, exercising appropriate interpersonal skills, and performing effectively individually and in high-performance teams.
5. Analyze the organization’s bottom line by evaluating financial, operational, and environmental/social responsibility metrics.

6. Enhance oral and written communication skills by using ideas, knowledge, and the language of business to maximize value within and among organizations.

WEEKEND / EVENING / ONLINE FORMAT

MBA Core Curriculum (21 Credits)
MGT 5000 Orientation for Success (0)*
MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World (3)*
MKT 5125 Marketing Decisions for Managers (3)
FIN 5130 Financial Management (3)
ACT 5140 Accounting for Decision Makers (3)
ISM 5150 Information Systems Strategy and Data Management (3)
QNT 5160 Data Driven Decision Making (3)
MGT 5170 Applying Strategy for Managers (3)

*Students must take MGT 5000 and MGT 5105 in their first term.

DAY FORMAT

Designed for full-time students and professionals retraining for a career change, the M.B.A. full-time program is conducted during weekdays on the campus in Fort Lauderdale, Florida. Students take three or four courses per semester for four terms. In addition to the M.B.A. core curriculum, the full-time program includes career development workshops (Resume Writing, Business Communication, and Interviewing.)

MBA Day Core Curriculum (21 Credits)
MGT 5000 Orientation for Success (0)*
MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World (3)*
MGT 5110 Effective Resume Writing (0)
MGT 5111 Business Communication (0)
MGT 5112 Interviewing Techniques (0)
MKT 5125 Marketing Decisions for Managers (3)
FIN 5130 Financial Management (3)
ACT 5140 Accounting for Decision Makers (3)
ISM 5150 Information Systems Strategy and Data Management (3)
QNT 5160 Data Driven Decision Making (3)
MGT 5170 Applying Strategy for Managers (3)

*Students must take MGT 5000 and MGT 5105 in their first term.

Students choosing the MBA full-time format with a concentration outside of Management are not guaranteed completion of their program in the 12-month timeline.
In addition to the core courses, students will choose a focus area of study from the listing below. These classes are offered in the weekend, evening, and online formats.

**Business Intelligence / Analytics (18 credits)**
- QNT 5470 Data Analytics for Management (3)
- MMIS 0630 Database Management and Applications (3)
- MMIS 0642 Database Warehousing (3)
- MMIS 0643 Data Mining (3)
- MMIS 0892 Capstone Project in Business Intelligence (3)
- QNT 5495 Advanced Data Analytics for Management (3)

**Entrepreneurship (18 Credits)**
- ENT 5960 Entrepreneurship / Venture Creation (3)
- ENT 5990 International Trade for Entrepreneurs (3)
- FIN 5970 Entrepreneurship / Finance (in place of FIN 5130) (3)
- MGT 5940 Entrepreneurship Law (3)
- MKT 5225 Social Media Marketing (3)
- ENT 5985 Lean Entrepreneurship (3)
- MKT 5215 Sales Management (3)

**Finance (18 credits)**
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5570 Advanced Corporate Finance (3)
- FIN 5550 Investments (3)
- FIN 5503 Real World Finance for Managers (3)
- XXX XXXX Open elective course in HCBE

**Human Resource Management (18 credits)**
- HRM 5310 Managing Human Resources (3)
- HRM 5380 Employee Relations: Principles, Problems & Cases (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Total Compensation (3)
- HRM 5360 Human Resource Development (3)
- XXX XXXX Elective- any course with HRM, MGT, or LED prefix

**International Business (18 credits)**
- Required
  - INB 5807 Foundations of Global Business (3)
  - INB 5818 New International Ventures (3)
  - INB 5827 Import/Export Principles & Practices (3)
  - MKT 5235 Global Marketing (3)
  - FIN 5515 International Finance (3)
- Choose one
  - INB 5822 Globalization & Emerging Markets (3)
  - INB 5846 International Field Seminar (3)

**Management (18 credits)**
- MGT 5640 Managing in Globally Dynamic Workplaces (3)
- HRM 5310 Managing Human Resources (3)
- MGT 5620 Managing Legal, Ethical, and Social Challenges (3)
- MGT 5630 Influencing People for Organizational Effectiveness (3)
- XXX XXXX Elective with MGT, LED, HRM, or INB prefix
- XXX XXXX Open elective course in HCBE

**Marketing (18 credits)**
- Required:
  - MKT 5290 Cases in Strategic Marketing (3)
  - Choose five
  - MKT 5200 Customer Value (3)
  - MKT 5235 Global Marketing (3)
  - MKT 5215 Sales Management (3)
  - MKT 5245 Marketing Research (3)
  - MKT 5250 Product and Brand Management (3)
  - MKT 5260 Services Marketing (3)
  - MKT 5225 Social Media Marketing (3)
  - MKT 5270 Marketing Communications (3)

**Process Improvement (18 credits)**
- SCM 5410 Supply Chain Management (3)
- PIM 5450 Quality Management (3)
- PIM 5455 Project Management (3)
- PIM 5460 Process Improvement Methods (3)
- PIM 5465 Process Improvement Practicum (3)
- XXX XXXX Open elective course in HCBE

**Sport Revenue Generation (18 credits)**
- SPT 5910 Sport Sponsorship Design and Strategies (3)
- SPT 5920 Sport Ticketing, Concessions and Merchandise Management (3)
- SPT 5930 Sport Event and Fundraising Strategies and Techniques (3)
- SPT 5940 Sport Revenue Generation and Emerging Technologies (3)
- XXX XXXX Open elective in HCBE (3)
- XXX XXXX Open elective in HCBE (3)

**Supply Chain Management (18 credits)**
- SCM 5410 Supply Chain Management (3)
- SCM 5415 Managing International Transportation & Logistics (3)
- PIM 5455 Project Management (3)
- SCM 5420 Managing Customer and Supplier Relationships (3)
- SCM 5425 Supply Chain Strategies (3)
- XXX XXXX Open elective course in HCBE
MBA FOUNDATION COURSES
For students who did not complete the required foundation courses at the undergraduate level and score the grade of “B” or higher, these courses (or their equivalents) must be taken before or during the program and prior to the corresponding graduate course. These courses are not financial aid eligible. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

QNTP 5000 – Business Statistics
FINP 5001 – Accounting and Finance Foundations

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

*Internship Course Option MGT 5107 (0 Credit)
Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HCBE Academic Advisor to discuss eligibility requirements and application.

Management Concentration Internship Option – Day Students MGT 5108 (3 credit)
Students have the option to enroll in a three credit Internship in place of one of the electives. Students interested in this option must speak to their Academic Advisor at least 1 term prior to registration.
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

Program Objectives
The Master of Science in Human Resource Management program presents perspectives on individual and group behavior and gives students insight into group dynamics and approaches for better management and motivation of employees. Whether it involves organizational restructuring, implementing a more effective communications system, solving intergroup conflicts, complying with legal aspects relating to employment, or training personnel to avoid skills obsolescence, the program provides insight into these strategic management issues.

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

Program Learning Goals
1. Identify and use innovative HR strategies and techniques, such as coaching approaches, leadership models, and financial management metrics to improve workplace productivity and morale.
2. Research and apply the consultation and client management skills required of HR to serve as a trusted advisor providing management advisory assistance, problem resolution, and the appreciative inquiry model.
3. Design strategic and tactical HR talent management plans to attract, develop, and retain high potential and high performing employees. Topics include compensation and benefits, conflict resolution, staffing management, succession planning, and employee and labor relations.
4. Create relevant career and professional development plans to align employee and organizational goals to retain and cultivate a high-performing workforce. This includes the use of various training techniques, HR technology, work/life balance, and the analysis and synthesis of business applications.
5. Research, review, and apply the applicable statute and common law, executive order, and ethical implications regulating employment relationships. Relate corporate social responsibility to the HR function.
6. Investigate HR challenges confronted by multinational companies, including global diversity, hiring/firing restrictions, compensation, immigration/work authorization, and talent mobility.

Curriculum (Credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM 5310</td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5320</td>
<td>Career Development</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5330</td>
<td>Human Resource Management Technology and Tools</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5340</td>
<td>Measuring Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5330</td>
<td>Human Resource Management Technology and Tools</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5355</td>
<td>Strategic Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5360</td>
<td>Human Resource Development</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5365</td>
<td>Talent Management</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5375</td>
<td>Managing Total Rewards</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5380</td>
<td>Employee Relations: Principles, Problems, and Cases</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5385</td>
<td>Organization Consultation</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5390</td>
<td>Advanced Organizational Development</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5000</td>
<td>Orientation for Success</td>
<td>0</td>
</tr>
<tr>
<td>MGT 5105</td>
<td>Managing Organizational Behavior in a Dynamic and Complex World</td>
<td>3</td>
</tr>
<tr>
<td>HRM 5395</td>
<td>Comprehensive Professional Human Resource Review</td>
<td>3</td>
</tr>
</tbody>
</table>

* Students who have a current HR certification may replace HRM 5395 with either of the following two options:
  - LED 5680 Leading Change for Innovation and Alignment
  - MGT 5380 Building and Leading Teams

MGT 5107 Master's Internship (Optional) (0) **

Total Curriculum Requirements: 39 credits

**Internship Course Option MGT 5107 (0 Credit)
Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HCBE Academic Advisor to discuss eligibility requirements and application.

***Students are encouraged to take MGT 5105 and MGT 5000 and HRM 5310 in their first term.
MASTER OF SCIENCE IN
LEADERSHIP

Program Objectives and Philosophy
The leadership phenomenon has evolved. No longer is leadership looked upon as a fad, it has developed into the foundation that holds companies together and propels them to achieve greater levels of success. Leadership training is needed in all industries and at all levels. The Master of Science in Leadership (M.S.L.) program provides the training managers need to unleash their leadership abilities.

This curriculum covers theoretical and practical application skills necessary for today’s leaders. The program focuses on the role of management and leadership functions of an organization in a growing global arena. Students will build leadership knowledge and competencies influenced by a management philosophy called “value-driven management.” The program will address the traditional as well as the more contemporary insights into leadership. Students will build a framework for both leadership reflection and action.

Curriculum (Credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM 5310</td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5000</td>
<td>Orientation for Success</td>
<td>0</td>
</tr>
<tr>
<td>MGT 5380</td>
<td>Building and Leading Teams</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5630</td>
<td>Influencing People for Organizational Effectiveness</td>
<td>3</td>
</tr>
<tr>
<td>LED 5640</td>
<td>Coaching and Influencing Skill</td>
<td>3</td>
</tr>
<tr>
<td>LED 5651</td>
<td>Cross-Cultural Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LED 5655</td>
<td>Leading Negotiation and Conflict Resolution</td>
<td>3</td>
</tr>
<tr>
<td>LED 5660</td>
<td>Situational Leadership® Theory and Practice</td>
<td>3</td>
</tr>
<tr>
<td>LED 5680</td>
<td>Leading Change for Innovation and Alignment</td>
<td>3</td>
</tr>
<tr>
<td>LED 5685</td>
<td>Leading Creatively for Sustainability</td>
<td>3</td>
</tr>
<tr>
<td>LED 5691</td>
<td>Strategic Leadership</td>
<td>3</td>
</tr>
<tr>
<td>LED 5696</td>
<td>Leadership Skills Practicum**</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5640</td>
<td>Managing in Globally Dynamic Workplaces</td>
<td>3</td>
</tr>
<tr>
<td>MGT 5105</td>
<td>Managing Organizational Behavior in a Dynamic and Complex World</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Curriculum Requirements: 39 credits

*Students are encouraged to take MGT 5105 and MGT 5000 in their first term.

**This one-week course is only offered on the ground in the fall and spring terms. This course is not financial aid eligible when taken by itself.

***Internship Course Option MGT 5107 (0 Credit)
Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HCBE Academic Advisor to discuss eligibility requirements and application.

Master’s certificates – see Table of Contents

Students interested in continuing in a certificate program upon completion of their Leadership degree should contact their academic advisors. Students within the Master of Leadership Degree must have all the coursework listed above completed prior to enrolling in any certificate program.
MASTEr OF SCIENCE IN REAL ESTATE DEVELOPMENT

Program Philosophy

The Master of Science in Real Estate Development program prepares graduates for key industry leadership positions involving the complex issues of land stewardship and managed growth in a high-risk, increasingly complex, multifunctional, tightly regulated, capital intensive, and highly technical industry. The course of study is rigorous, balanced, and provides an in-depth immersion into the industry through the study of all phases of the real estate development process. The program’s comprehensive curriculum includes cash flow analysis, site selection, financing alternatives, control and disposition, negotiations, operations, development law, accounting, market analysis, planning and design, entitlements and environmental remediation, and public policy. It includes the study of the development and sustainability of the built and natural environment through public policies and private initiatives.

Program Learning Goals

- Perform site analyses for commercial real estate development.
- Perform financial analyses for commercial real estate development.
- Perform market and feasibility analyses for commercial real estate development.
- Navigate the regulatory process for effective real estate development.
- Apply legal principles to commercial real estate development practice.
- Apply diversity, ethical, and social responsibility principles to commercial real estate development practice.
- Communicate effectively (a) interpersonally, (b) in writing, and (c) verbally in the commercial real estate development context.

ADMISSION REQUIREMENTS

- Complete Online Application
- Submit $50 Application Fee
- A conferred bachelor’s degree from a regionally accredited U.S. institution or an equivalent degree for international applicants is required.
- An overall undergraduate GPA of 3.10 or greater on a 4.00 scale as reflected on official, final transcripts from all undergraduate institutions attended. Applicants will be considered eligible for admission if their undergraduate GPA in the final 60 hours of their enrollment is a 3.10 or greater on a 4.00 scale.
- For applicants who have earned less than a 3.10 cumulative undergraduate GPA or in the last 60 hours of their undergraduate program, a minimum GMAT (Graduate Management Admission Test) score of 540 or an equivalent GRE (Graduate Record Examination) score may be required.
- Work experience will receive favorable consideration and may waive GMAT/GRE requirement for a GPA less than 3.10.
- Two letters of recommendation from undergraduate faculty familiar with academic work or from employers knowledgeable with professional work experience are optional, but will strengthen your application.
- An essay of at least 500 words related to career goals and how the MSRED Program is envisioned to further those goals is optional, but will strengthen your application.
- Phone or in person interview with Director (or Associate Director) of Master of Science in Real Estate Development Program is optional, but will strengthen your application.

Curriculum (Credits)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>REE 5874</td>
<td>Real Estate Project Valuation Software*</td>
<td>1</td>
</tr>
<tr>
<td>REE 5878</td>
<td>Real Estate Development: Part I</td>
<td>3</td>
</tr>
<tr>
<td>REE 5879</td>
<td>Real Estate Development: Part II</td>
<td>3</td>
</tr>
<tr>
<td>REE 5880</td>
<td>Real Estate Finance</td>
<td>3</td>
</tr>
<tr>
<td>REE 5881</td>
<td>Real Estate Law and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>REE 5882</td>
<td>Land Use Planning &amp; Project Design</td>
<td>3</td>
</tr>
<tr>
<td>REE 5884</td>
<td>Land Use Regulation</td>
<td>3</td>
</tr>
<tr>
<td>REE 5885</td>
<td>Building Design &amp; Construction Principles</td>
<td>3</td>
</tr>
<tr>
<td>REE 5890</td>
<td>Real Estate Accounting</td>
<td>3</td>
</tr>
<tr>
<td>REE 5892</td>
<td>Market &amp; Feasibility Analysis for Real Estate</td>
<td>2</td>
</tr>
<tr>
<td>REE 5893</td>
<td>Real Estate Development Analysis Software*</td>
<td>2</td>
</tr>
<tr>
<td>REE 5894</td>
<td>Real Estate Capital Markets</td>
<td>3</td>
</tr>
<tr>
<td>REE 5896</td>
<td>Real Estate Due Diligence</td>
<td>3</td>
</tr>
<tr>
<td>REE 5887</td>
<td>Real Estate Investments</td>
<td>3</td>
</tr>
<tr>
<td>REE 5898</td>
<td>Real Estate Development Strategy</td>
<td>2</td>
</tr>
</tbody>
</table>

Total Curriculum Requirements: 40 credits

* This course is not financial aid eligible when taken by itself.
MASTER OF TAXATION

Program Objectives
The Master of Taxation program is designed to enable students and practitioners, through a flexible learning format, to realize their fullest potential in federal and state taxation practices through the rigorous examination of tax policies and principles as implemented in statutes, interpreted by the judiciary and enforced by tax agencies.

Program Learning Goals
1. Obtain, organize, and synthesize often extensive and complex tax and other information provided in order to determine the relevant facts.
2. Identify the tax issues presented in light of the relevant facts.
3. Interpret and understand the applicable and appropriate primary and secondary tax law that applies to the relevant facts and tax issues presented.
4. Think critically in analyzing and applying the tax law to the relevant facts.
5. Make, within and in light of rapidly and ever-changing legal and ethical constraints, recommendations as to how to solve real-world tax problems.
6. Effectively communicate verbally and in writing with, clients and other stakeholders, the applicable tax law and position recommended in a particular situation.

Program Philosophy
The program provides both a practical and conceptual understanding and the necessary skills and judgment required to apply the IRS Code in actual situations. The taxation courses examine in-depth, particular aspects of the Tax Code and Regulations. The taxation courses provide the student with the foundation necessary to become a successful tax preparer and adviser.

Curriculum
The Masters of Taxation program is a 36 credit hour tax specific program consisting of seven core courses and five elective courses.

Required Courses (Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTP 5711</td>
<td>Internet Technology* *(0)</td>
<td></td>
</tr>
<tr>
<td>TXX 5761</td>
<td>Taxation of Individuals (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5763</td>
<td>Taxation of Estates, Trusts, and Gifts (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5767</td>
<td>IRS Practices and Procedures (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5769</td>
<td>Tax Planning and Research (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5771</td>
<td>Federal Taxation of Partnerships (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5772</td>
<td>Special Topics in Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5775</td>
<td>Corporate Taxation (3)</td>
<td></td>
</tr>
</tbody>
</table>

Elective Courses (Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>TXX 5765</td>
<td>Tax Policy (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5766</td>
<td>International Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5768</td>
<td>Real Estate Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5770</td>
<td>Taxation of Exempt Organizations (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5773</td>
<td>State and Local Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5774</td>
<td>Fiduciary Income Taxation (3)</td>
<td></td>
</tr>
<tr>
<td>TXX 5776</td>
<td>Comparative International Taxation</td>
<td></td>
</tr>
<tr>
<td>MGT 5107</td>
<td>Master’s Internship (Optional)** (0)</td>
<td></td>
</tr>
</tbody>
</table>

Total Curriculum Requirements: 36 credits

Note: If the equivalent of TXX 5761 was taken in the undergraduate program three hours of additional electives will be substituted with permission of the Department Chair. In addition, TXX 5761 or its equivalent must be taken prior to any other course. TXX 5772 may only be taken after completion of TXX 5767 and TXX 5771 or with permission from the Department Chair. Students should work with their academic advisor to build their course sequencing.

* ACTP 5711 is required for any Master of Taxation student. The course must be taken in the first term. Failure to pass ACTP 5711 will result in a drop from all other courses. This may affect student’s financial aid.

**Internship Course Option MGT 5107 (0 Credit)
Students have the option to enroll in this course to enhance their personal and professional experience. This course does not replace any curriculum requirements. Consult with your HCBE Academic Advisor to discuss eligibility requirements and application.

Foundation Courses
For students who did not complete the required foundation courses at the undergraduate level and score the grade of “C” or higher, these courses must be taken. These courses are not financial aid eligible if taken by themselves. Students must be taking an aid eligible course from their degree program with the courses below in order to receive financial aid.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTP 5001</td>
<td>Introductory Accounting</td>
</tr>
<tr>
<td>ACTP 5006</td>
<td>Intermediate Accounting I</td>
</tr>
</tbody>
</table>
CERTIFICATES

Students may elect to focus their non-degree seeking studies in a number of certificate areas. Certificates require that four or five courses be taken within a specific content area. A notation of a certificate area is indicated on a student’s transcript and a certificate is awarded to the student. Certificate courses may be taken while completing graduate degree courses or afterwards. Students may apply their certificate courses toward the completion of a Master's degree contingent upon degree requirements. Grades earned in certificate courses calculate into a student’s Graduate GPA unless the student has his or her degree conferred prior to taking the courses. In addition, certificate courses that calculate into the students GPA are subject to all Academic Standards requirements (see Table of Contents for Academic Standards). Not all certificate courses taken after the student's degree is conferred are financial aid eligible. Students must consult their Academic Advisor and the Office of Financial Aid for details. Students pursuing a degree are not eligible to get a certificate if those courses are part of their degree. Students must complete at least 12 unduplicated graduate level credits if courses earned in a first degree or certificate are part of the new certificate's curriculum. Students must complete the certificate program in a minimum of one year. Some certificate programs require foundation and/or prerequisite requirements and course descriptions should be reviewed. Below are the certificates currently available. Most certificates are available online. Students should consult with their academic advisor prior to pursuing a certificate.

Business Intelligence / Analytics (15 Credits)
- QNT 5470 Data Analytics for Business Management (3)
- MMIS 0630 Database Management and Applications (3)
- MMIS 0642 Database Warehousing (3)
- MMIS 0643 Data Mining (3)
- QNT 5495 Advanced Data Analytics for Business Management (3)

Entrepreneurship (15 credits)
- MKT 5225 Social Media Marketing (3)
- ENT 5960 Entrepreneurship / Venture Creation (3)
- ENT 5985 Lean Entrepreneurship (3)
- FIN 5970 Entrepreneurship / Finance (3)
- MGT 5940 Entrepreneurship Law (3)

Finance (15 credits)
- FIN 5540 Banking (3)
- FIN 5545 Financial Engineering (3)
- FIN 5570 Advanced Corporate Finance (3)
- FIN 5550 Investments (3)
- FIN 5503 Real World Finance for Managers (3)

Human Resource Management (15 credits)
- HRM 5310 Managing Human Resources (3)
- HRM 5360 Human Resource Development (3)
- HRM 5365 Talent Management (3)
- HRM 5375 Total Compensation (3)
- HRM 5380 Employee Relations: Principles, Problems & Cases (3)

International Business (15 Credits)
Students chose three out of the following:
- INB 5807 Foundations of Global Business (3)
- INB 5818 New International Ventures (3)
- INB 5822 Globalization & Emerging Markets (3)
- INB 5827 Import/Export Principles & Practices (3)

Students chose one of the following:
- MKT 5235 Global Marketing (3) needs prerequisite of MKT 5125 Marketing Decisions for Managers
- FIN 5515 International Finance (3) needs prerequisite of FIN 5130 Financial Management

Management (15 Credits)
- HRM 5310 Managing Human Resources (3)
- MGT 5620 Managing Legal, Ethical, and Social Challenges (3)
- MGT 5630 Influencing People for Organizational Effectiveness (3)
- XXX XXXX Elective with HRM, INB, MGT, or LED prefix (3)

Marketing (15 Credits)
- MKT 5125 Marketing Decisions for Managers (3)*
Students choose 4 of the following:
- MKT 5200 Customer Value (3)
- MKT 5215 Sales Management (3)
- MKT 5225 Social Media Marketing (3)
- MKT 5235 Global Marketing (3)
- MKT 5245 Marketing Research (3)
- MKT 5250 Product and Brand Management (3)
- MKT 5260 Services Marketing (3)
- MKT 5270 Marketing Communications (3)
*If MKT 5125 already completed from MBA or other degree, an additional elective must be selected

Sport Revenue Generation (15 Credits)
- SPT 5910 Sport Sponsorship Design and Strategies (3)
- SPT 5920 Sport Ticketing, Concessions and Merchandise Management (3)
- SPT 5930 Sport Event and Fundraising Strategies & Techniques (3)
- SPT 5940 Sport Revenue Generation & Emerging Technologies (3)

XXX XXXX Open elective in HCBE (3)
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM 5410</td>
<td>Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5415</td>
<td>Managing International Transportation &amp; Logistics</td>
<td>3</td>
</tr>
<tr>
<td>PIM 5455</td>
<td>Project Management</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5420</td>
<td>Managing Customer and Supplier Relationships</td>
<td>3</td>
</tr>
<tr>
<td>SCM 5425</td>
<td>Supply Chain Strategies</td>
<td>3</td>
</tr>
</tbody>
</table>
### ACT 5140 Accounting For Decision Makers

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. We will discuss international accounting issues such as International Financial Reporting Standards (IFRS) and transfer prices. Prerequisites: FINP 5001 or equivalent and QNTP 5000 or equivalent. Prerequisite courses can be no older than 5 years.

### ACT 5713 Accounting Theory

This course serves as the first graduate course students take in the Master of Accounting program. This course studies the generally accepted accounting principles (GAAP) as they affect today's practitioners. The theoretical structures of accounting for assets, income definition, recognition and measurement of income, influence of professional standards, and the future of the profession are examined. Prerequisite: ACT 5743.

### ACT 5715 Emerging Auditing Technologies

This course focuses on the assurances given to financial statements and other documents by the independent auditor in the context of auditing organizations and their business strategies. It compares the traditional independent auditing procedures to those found in the emerging new audit process and risk models (Bell et al., 1997; AICPA, SAS no. 104-114, 2007). Prerequisite: ACT 5743.

### ACT 5717 Forensic Accounting

This course studies forensic accounting processes. These processes include approaches to the understanding.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT 5741</td>
<td>Advanced Financial Accounting and Reporting</td>
</tr>
<tr>
<td>ACT 5742</td>
<td>Contemporary Accounting Issues in Business</td>
</tr>
<tr>
<td>ACT 5743</td>
<td>Advanced Issues in Auditing</td>
</tr>
<tr>
<td>ACT 5744</td>
<td>Regulatory Issues for Accountants</td>
</tr>
<tr>
<td>ACT 5753</td>
<td>Fund Accounting</td>
</tr>
<tr>
<td>ACT 5756</td>
<td>International Accounting</td>
</tr>
<tr>
<td>ACT 5781</td>
<td>Business Law I</td>
</tr>
<tr>
<td>ACT 5782</td>
<td>Business Law II</td>
</tr>
<tr>
<td>ACT 5798</td>
<td>Financial Accounting Research</td>
</tr>
<tr>
<td>ACTP 5001</td>
<td>Introductory Accounting</td>
</tr>
<tr>
<td>ACTP 5004</td>
<td>Cost Accounting</td>
</tr>
</tbody>
</table>

**ACT 5741 Advanced Financial Accounting and Reporting**

This course will examine contemporary issues and developments in financial accounting and reporting, as well as reviewing underlying fundamental concepts. The course will use a comprehensive financial accounting and reporting case to apply the concepts and applications discussed in class. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACTP 5711.

**ACT 5742 Contemporary Accounting Issues in Business**

This course provides helpful business tools useful for analyzing and interpreting financial and nonfinancial information. The tools examined will include those from accounting, economics, finance and other closely related disciplines useful for problem solving in a team environment. Prerequisite: ACTP 5008 or equivalent and ACTP 5711.

**ACT 5743 Advanced Issues in Auditing**

This course is an intensive review of advanced topics in audit practice, particularly as they apply to governmental entities. The course will be primarily case driven. The case will require the application of basic and advanced auditing tools to solve decision based problems for both profit and nonprofit entities. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACTP 5711.

**ACT 5744 Regulatory Issues for Accountants**

This course is an advanced study of the federal regulation of corporations and related state law issues, including Blue Sky laws. As such, the course builds upon the concepts covered in Business Law I, Business Law II, Individual Taxation, and Corporate and Partnership Taxation. Practical application of the law and regulations to common situations encountered by accountants is emphasized. Topics include Securities and Exchange Commission (SEC) and Internal Revenue Service (IRS) regulation of accountants practicing before those agencies, liability under Federal securities law and regulations, Sarbanes-Oxley, Dodd-Frank, and the JOBS Act, and Federal securities law and tax law issues of corporate reorganizations. Prerequisite: ACTP 5006, MGT 5782, TXX 5762 or equivalent and ACTP 5711.

**ACT 5753 Fund Accounting**

An in-depth exposition of the current standards and specialized accounting practices of state and local governments, school systems, colleges, universities, and hospitals. Prerequisite: ACTP 5004, ACTP 5009 or equivalent and ACTP 5711.

**ACT 5756 International Accounting**

Focus is on the evolution of the international dimensions of accounting and national differences in accounting thought and practice, problems, and issues. Prerequisite: ACTP 5009 or equivalent and ACTP 5711.

**ACT 5781 Business Law I**

Introduces and amplifies the major legal requirements that will be encountered by the professional accountant. Topics will include the Uniform Commercial Code, contracts, and the legal liability and responsibilities of agencies and accountants. Prerequisite: ACTP 5711.

**ACT 5782 Business Law II**

A continuation of ACT 5781, this course will advance student's knowledge in the area of business law as it applies to accounting. Prerequisite: ACT 5781 or equivalent and ACTP 5711.

**ACT 5798 Financial Accounting Research**

Students will be exposed to research tools used by accounting professionals including, but not limited to, the new codified FASB pronouncements and IFRS statements. Prerequisite: ACTP 5009, ACTP 5010 or equivalent and ACTP 5711.

**ACTP 5001 Introductory Accounting**

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5004 Cost Accounting**

The role of cost accounting as a tool for managerial decision-making; cost volume-profit analysis, job order costing, and absorption costing. Application of these skills to the overall operation of a business.
Prerequisites: ACTP 5001 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5006 Intermediate Accounting I**

This course is a continuation and expansion of Introductory Accounting. The concepts underlying financial accounting are examined, including those relevant to: liabilities, intangible assets, equity, and investments and leases. Prerequisites: ACTP 5001 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5007 Intermediate Accounting II**

This course is a continuation of ACTP 5006. The concepts and application of underlying financial accounting are examined, including those relevant to: liabilities, intangible assets, equity, and investments and leases. Prerequisite: ACTP 5006 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5008 Intermediate Accounting III**

This course is a continuation of ACTP 5007. The concepts and application of underlying financial accounting are examined, including those relevant to: inter and intra-period income taxes, revenue recognition, pensions and other postretirement benefits, error analysis and cash flow statements. Prerequisite: ACTP 5007 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5009 Advanced Accounting**

A continuation and expansion of Intermediate Accounting III. Accounting principles for consolidations and combinations, accounting for branches, accounting for liquidations, accounting for nonprofit organizations, and other selected topics. Prerequisite: ACTP 5008 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5010 Auditing**

Examination of financial statements and systems from the viewpoint of an independent auditor. Emphasis is on the methodology and practical applications of auditing techniques and the professional standards that bear on audit performance and reporting. Prerequisite: ACTP 5004 or equivalent and ACTP 5711. This course is not financial aid eligible if taken by itself. Students must be taking an aid eligible course from their degree program with this course in order to receive financial aid.

**ACTP 5711 Internet Technology**

A one-week, non-credit course in utilizing the Internet for classroom purposes, research, (including the use of the library), and other skills needed to successfully complete the graduate accounting and taxation program. Required for any student taking a course in the MACC or MTAX programs.

**ACTP 5712 Accounting Principles Review**

This is a non-credit, two week course covering accounting principles required of all students taking the Intermediate I prerequisite course. If the student has taken a principles course within the past five years, he/she may choose to take a competency exam and if passed, will not be required to complete this course. Prerequisite: ACTP 5711.

**ENT 5960 Entrepreneurship/Venture Creation**

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

**ENT 5985 Lean Entrepreneurship**

This course covers the application of Lean management concepts, tools and techniques by entrepreneurs. Elements of a Lean process improvement program are used as a framework for learning the operational and management knowledge and skills required for improving and sustaining the performance of a small or mid-size business. These elements include methods for process management and people management as well as the role of leadership and organizational culture. Students learn and apply Lean management methods to visualize, assess, improve, standardize and continue the improvement of business processes (VAISC method). The material is covered using experiential learning methods such as case studies and hands-on exercises. Exposure to the real life business environment is provided.
through guest speakers and/or on-site learning experiences. Students apply their learning in a real world setting by conducting a Lean process improvement project within a local organization. Prerequisite: FIN 5970.

**ENT 5990 International Trade for Entrepreneurs**

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

**FIN 5130 Financial Management**

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisite: FINP 5001 or equivalent with a grade of B or better and prerequisite courses can be no older than 5 years.

**FIN 5503 Real World Finance for Managers**

Students will follow the current events and apply the financial concepts to determine the cause behind the movement in security prices as news unfolds. They will perform fundamental analysis and understand how government actions and policies affect cash flow expectations and valuation of projects and securities. The course will introduce the students to various forms of currency exposures and ways to hedge such exposures. Students will be introduced to cutting edge financial products and ever evolving tools used to speculate and/or manage different types of risks. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5550 Investments**

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

**FIN 5540 Banking**

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

**FIN 5545 Financial Engineering**

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

**FIN 5555 Investments**

This course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.
FIN 5970 Entrepreneurship/Finance
Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FINP 5001 or FINP 5008 and ENT 5960.

FINP 5001 Accounting and Finance Foundations
A survey of the essentials topics in accounting and finance includes modern corporate environments, agency and governance, accounting principles, financial statements, ratio analysis, time value of money, financial decision making tools.

HRM 5310 Managing Human Resources
Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

HRM 5320 Career Development
Work and professional careers are an important component and often the central focus of individual lives. Despite this, critical career choices are all too often made without the careful planning, information gathering, and analysis that are taken for granted in other business decisions. The purpose of this course is to lay the basis for effective personal career management. The course is aimed specifically at students who want to improve their abilities and skills and real-world opportunities. Prerequisite: HRM 5310 or HRM 5030.

HRM 5330 Human Resource Management Technology and Tools
Human resources are viewed as the competitive advantage in many organizations. Effective management of human resources in the information era demands HR professionals to collect, and analyze timely and accurate employee information. This requires competencies in human resource information systems (HRIS) and tools aimed to collect and analyze information in organizations. This course consists of two parts, with one part covering general knowledge of HRIS and the other focusing on one of the most popular and effective data collection tools used in human resource management, i.e., employee surveys in organizations. Prerequisite: HRM 5310 or HRM 5030.

HRM 5340 Measuring Human Resources
This course affects every aspect of the organization. This course addresses how to build measurement strategies for all HR activity so that the impact can be determined. A value-adding approach will be taken so that HR practitioners will be able to exhibit an understanding of the business. This will include aspects that influence organizational quality, productivity, services, and profitability. HR will be assessed as a system within a system. Students will learn how to position HR as a strategic partner. Prerequisites: HRM 5330 or ISM 5085 or ISM 5014 and HRM 5310 or HRM 5030.

HRM 5355 Strategic Human Resource Management
This course views managing human resources as a strategic organization asset that supports competitive advantage and major strategic objectives. It positions HR as an integral partner in a firm's strategic planning and implementation, in terms of external environmental and internal exigencies. It focuses on HR planning and strategies and their applications in HR programs and processes. Students also learn how to develop alignment among vision, strategy and values in the development of a paradigm based upon competencies required for enhancing the business results of a company or government agency. Prerequisite: HRM 5310 or HRM 5030.

HRM 5360 Human Resource Development
This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, the different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts. Prerequisite: HRM 5310 or HRM 5030.

HRM 5365 Talent Management
This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and
professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources. Prerequisite: HRM 5310 or HRM 5030.

**HRM 5375 Managing Total Rewards**

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

**HRM 5380 Employee Relations**

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

**HRM 5385 Organization Consultation**

This course addresses the use of internal/external consultation processes in organizations. The framework of consultation as helping organizations reach a level of optimum performance will be utilized. Organizations will be treated as learning systems. Individual consulting styles will be analyzed. Prerequisite: HRM 5310 or HRM 5030.

**HRM 5390 Advanced Organizational Development**

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

**HRM 5395 Comprehensive Professional Human Resource Review**

As the last course in the HRM curriculum, this course provides a unique learning experience, reviewing and integrating all the student has learned. All aspects of HRM are addressed. This course also prepares students to sit for certification exams. Considerable time is spent simulating the exam experience. Prerequisites: HRM 5380 or 5260, HRM 5365, HRM 5375.

**INB 5807 Foundations of Global Business**

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

**INB 5818 New International Ventures**

New International Ventures focuses on developing students decision-making abilities to prepare to lead a new international business or corporate business expansion. Students develop a specific business idea, and then examine the market feasibility for the new venture, and the operating conditions of the international destination, including potential ethical dilemmas. The business plan is developed using market research, potential entry modes, resource allocation, financial projections, and overall strategy for new ventures. The emphasis is on developing the critical thinking ability of students to start an entrepreneurial new business internationally using the business plan model. Prerequisites: INB 5807.
INB 5821 Cross Cultural Business Communication

This course provides the theoretical and experiential framework for examining the meaning of culture in global business. By focusing on the analysis of national and organizational cultures, it aims to increase the student’s awareness of cultural values and communication differences and similarities. This course facilitates student learning about diversity in a professional and ethical manner, by providing knowledge, sensitivity, and respect for the values of others, but equally important, with knowledge of and respect for their own values. Additionally, the course provides students practical means of managing cultural differences and negotiating across cultures. The course is interdisciplinary, drawing from studies of communication, anthropology, and sociology.

INB 5822 Globalization and Emerging Markets

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India, and China). This course identifies issues germane to developing markets as they integrate into global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets seeking to develop global, world-class organizations and global investors seeking to profit from opportunities in emerging markets. The course will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets. Prerequisites: INB 5807.

INB 5827 Import/Export Principles and Practices

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures. Prerequisites: INB 5807.

INB 5846 International Field Seminar

Designed as an optional course for the M.I.B.A. program the international seminar develops graduate students’ understanding and knowledge of international business in a foreign nation. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, each year the course is offered in a center of foreign business. The increasing interlocking of national interests presents additional challenges and opportunities for business organizations. Corporations of all sizes face a range of challenges and decisions, which are affected by changes in free trade possibilities and common-market bloc agreements. The week-long series of seminars, held at a host educational institution, covers a broad range of topics, linked by a common focus on international strategy. Students must complete the seminar exam and a written report on return to USA. Prerequisites: INB 5807.

INB 5858 Strategic Career Decisions for International Managers

Strategic Decisions for International Managers is an integrative course for international business students focused on accelerating global careers through critical assessment of national controls, strategic corporate governance issues for managers and individual career opportunities. Students examine the impact of national controls and assess the opportunities for individual managers to make decisions strategically for themselves and their organizations. The complexity of global dynamics and corresponding complexity of strategic decision-making incorporates the increasing global focus on social responsibility, ethics and sustainability. The impact on international managers decision-making increasing exponentially in a global economy. Prerequisite: INB 5807.

ISM 5150 Information Systems Strategy and Data Management

Information and communication technologies and their strategic application in business processes are essential components of today’s global business environment. This course explores the use of information systems and data management in a business setting to build innovative business models and systems, optimize business processes, capture and leverage valuable data, and deploy strategies for creating competitive advantage. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

LED 5630 Leadership Theory and Practice

This is the introductory leadership course in the leadership discipline. The course examines leadership as a process with a
three-fold focus: the leader, the followers, and the situation.

**LED 5640 Coaching and Influencing Skill**

Coaching & Influencing Skills: 21st century organizations use effective coaching as a competitive business strategy for recruiting and retaining high performing talent. This course allows students to develop core coaching competencies to create an impact on personal growth, leadership effectiveness, and organizational success. The course offers coaching skills to inspire and influence others to excel while maximizing employee productivity and morale. Proven methodologies provide the framework for this course and enable students to develop powerful leadership tools which accelerate their performance and those of others for gaining a competitive advantage. Coaching Best Practices and real world cases are used to anchor coaching methodologies in the business world. Students will apply coaching materials at the individual, team, and organizational level. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

**LED 5651 Cross Cultural Leadership**

In a rapidly changing world, leaders risk failing to attain their goals and those of their organizations unless they recognize the dynamics of cross-cultural communication. They must also understand how cultural forces influence many aspects of the leadership phenomenon. As part of this course, participants will analyze various theoretical frameworks to help them identify culture's effect on attitudes and behaviors, as well as on approaches to ethics, motivational practices, negotiation patterns, strategic decision making, and change. Participants will also develop practical skills that will contribute to the effectiveness and success of their organizations. Case studies and experiential exercises will be used to support learning. Prerequisite: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

**LED 5655 Leading Negotiation and Conflict Resolution**

This course explores the dynamics of conflict, and potential conflict, as a functional and creative opportunity for leaders to address incompatibility constructively and successfully. Because leaders need to address conflict before it affects performance, it is important for them to analyze the role they routinely play in creating, escalating, and perpetuating conflict, and to understand and practice negotiation strategies that will help them to effectively leverage and resolve it. This class will blend theory with practical application to give students an opportunity to identify, develop, and practice their own negotiation and conflict resolution skills. An overview of alternative and integrative dispute resolution techniques, mediation and ombudsman practice, interpersonal dynamics and self-awareness, collaboration, reframing, diverse and cross-cultural settings, and communication and active listening, among other concepts, will be covered. Prerequisites: MGT 5020 and LED 5630.

**LED 5660 Situational Leadership: Theory and Practice**

This course provides a behavioral science background for the development of current leadership theory. Beginning with organizational research in the early 20th century, the course reviews the landmark theories and research that have paved the way for our current understanding of such concepts as motivation, management and leadership. The course will also emphasize the theory and practice of the Situational Leadership Model by Hersey and Blanchard which emerged from the earlier behavioral science theories. Students will have the opportunity to evaluate their own leadership style through self-and-peer-assessment and improve their ability to adjust their style to match the needs of those they attempt to influence. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

**LED 5680 Leading Change for Innovation and Alignment**

Individuals in organizations are continuously required to change their actions in response to changes in leadership, structures, regulatory requirements, markets, and products/services. These efforts can be more successful when individuals choose to take a leadership role in the change process. The course will allow students to become familiar with theories and models which focus on effective change, innovation and organizational alignment. Students will have the opportunity to examine and apply practical tools for individual and organizational change through case studies and class projects. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 56530.

**LED 5685 Leading Creativity for Sustainability**

The course invites students from different NSU schools to collaborate and innovate for social and environmental sustainability for Broward County Community. Students will work in teams. A small budget will be allocated to each group. Through practical
business innovation, the course explores the creative process. Using a combination of lectures, discussion, example, and guest speaker videos; students from different fields such as nursing, arts & sciences, business, education will learn to collaborate together.

Based on selected Broward County Top priorities to be a more sustainable community, participants will combine their expertise to create innovative real business projects on issues linked to one of the following goal area: Environment, Climate & Energy, our Economy & Jobs, Education Arts & community. Equity & empowerment, Health & Safety and the Natural Systems.

LED 5691 Strategic Leadership

Without a well-defined strategy, leaders lack effectiveness, for they have no vision or direction. This course will help participants to develop their strategic thinking by challenging them to identify, evaluate, and address strategic issues at the organizational, departmental, and individual levels. Current approaches to the development and implementation of strategic plans will be explored including financial, environmental, and cultural considerations. The role of the leader in aligning others towards a strategic vision will be analyzed as a key element in promoting an organization’s sustainable competitive advantage. The course will require participants to synthesize the knowledge gained throughout their program of study in order to formulate a developmental framework to lead strategically. Prerequisites: MGT 5105 or MGT 5020 and LED 5630 or MGT 5630.

LED 5696 Leadership Skills Practicum

This course allows students to improve their leadership skills by examining and applying a variety of leadership theories and concepts covered in the MS in Leadership program. This includes advanced work with the Situational Leadership Model developed by Dr. Paul Hersey. In this course, students will have the opportunity to broaden and improve their understanding and skills needed for team leadership, coaching, negotiating, leading across cultures, and strategy. The course uses an interactive format and includes case studies, individual and group exercises, group projects, and role-plays. It is offered only in a five day, on-campus intensive format during the Fall and Spring terms. Pre-work and post-work will be required. Prerequisites: LED 5660 and good academic standing.

MGT 5000 Orientation for Success

The H. Wayne Huizenga College of Business and Entrepreneurship’s Real World Orientation focuses on preparing new graduate students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, social responsibility, sustainability and leadership qualities for effective performance in the work place. Through formal and informal interactions with faculty and business leaders students will examine, explore, and practice skills necessary to perform successfully in their academic and professional life. This course is mandatory for all MBA, HRM and LED students or concurrently with MGT 5105.

MGT 5100 Masters Project

The development and preparation of an independent research project. Prerequisites: Full matriculation, completion of all required courses, and a 3.0 GPA. This class is pass/fail and does not calculate into the student's GPA.

MGT 5101 Master’s Thesis

This course consists of the development and preparation of an independent research thesis. Prerequisites: Student must be in good academic standing having fully completed all required courses. This class is pass/fail and does not calculate into the student's GPA.

MGT 5105 Managing Organizational Behavior in a Dynamic and Complex World

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

MGT 5107 Master’s Internship

The Huizenga Business School fosters learning through the application of classroom theory in the workplace. Students in the Master’s programs have the option of participating in a university sponsored, noncredit Internship. The minimum internship work requirement is 200 hours during one term. Registration for internship is done through the HSBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development.

ACADEMIC REQUIREMENTS: Good
academic standing, and completion of at least 18 GPA credit hours in the Master's program. Grading is Pass/Fail.

**MGT 5108 Master of Business Administration Internship**

The Huizenga School fosters learning through the application of classroom theory in the workplace. Students in the M.B.A. Day Program in the Management concentration, have the option of participating in a university sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one term. Registration for internship is done through the HSBE Office of Academic Advising. Prerequisite: good academic standing, and completion of at least 18 GPA credit hours in the M.B.A. program.

**MGT 5110 Effective Resume Writing**

This course is the first of three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course.

**MGT 5111 Business Communication**

This course is the second of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and practicing the skills learned through role-play exercises, group discussion, and small group activities.

**MGT 5112 Interviewing Techniques**

This course is the last of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and discussion. Considerable class time is spent in preparing and executing practice oral structured interviews.

**MGT 5118 Master of Business Administration Internship Extension**

Students may register for this noncredit course to continue working in their current internship position during the next academic term. 5118 is allowed once only and must be for the term immediately following 5108 or 5107. Grading is Pass/Fail.

**MGT 5170 Applying Strategy for Managers**

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

**MGT 5380 Building and Leading Teams**

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

**MGT 5620 Managing Legal, Ethical, and Social Challenges**

Students will gain an understanding of the meaning and importance of the law, ethics, morality, and social responsibility in a global business context. Students will be able to engage in critical thinking and analyze business decisions from legal, ethical, and social responsibility perspectives. Students will be able to apply legal, ethical, and social responsibility principles in making business decisions. Students will examine case studies, actual cases, and current events and engage in analysis of real-world problems impacting business. Students will become aware of the legal, political, regulatory, social, and global environment of business. Students will learn how adherence to legal, ethical, and social responsibility principles promotes organizational and societal sustainability.

**MGT 5630 Influencing People for Organizational Effectiveness**
Leadership Theory and Practice, is the introductory leadership course in the Leadership program. The course examines leadership as a process with a three-fold focus: the leader, the followers, and the situation. This course investigates strategies and skills for influencing individuals and groups for organizational effectiveness. Students will learn leadership models and skills that can be used in a diverse and global environment. Attention will be given to important leadership issues in the 21st century such as ethics, change, and innovation. Students will have the opportunity to assess their own skill sets and consider development plans for enhancing those skills sets.

MGT 5640 Managing in Globally Dynamic Workplaces

In this course, students will gain an understanding of leading state-of-the-art management and leadership practices, concepts and theories that can be applied to real-world situations around the globe. Students will learn to understand and challenge management thinking, and to practice developing their own theoretical and applied models for managing and leading people in today’s dynamic workplaces. Students will have opportunities to assess and apply national and international management practices for market-based economies that can be value-driven and sustainable in a global context. Prerequisites: MGT 5105 or MGT 5020 and HRM 5310 or HRM 5030.

MGT 5940 Entrepreneurship Law

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

MKT 5125 Marketing Decisions for Managers

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value.

MKT 5215 Sales Management

Recognized as a vital marketing channel, sales forces are underrepresented in academic study compared to other topics like business-to-business marketing, entrepreneurial marketing, consumer behavior, and technology. Sales forces encompass a collection of complex subjects that combine individualistic sales personalities with intricate issues involving pay for performance, customer targeting based on data, evaluating sales person performance, and emerging technology. Sales force executives and managers combine skill with science more than managers in any other managerial area (Zoltners, Sinha, and Zoltners 2001). The MKT 5215 curriculum is designed around frameworks that provide the sales manager with an understanding of the entire sales force system. Frameworks include the role of the sales force in go-to-market strategies, how to assess the effectiveness of a selling organization, and success drivers such as sales force sizing, hiring, training, compensation, and coaching. This program of study is designed for salespeople who want to advance professionally, top managers, business owners, and entrepreneurs. The curriculum delivers a comprehensive view of important decisions encountered by any selling organization. Prerequisite: MKT 5125 or MKT 5070.

MKT 5225 Social Media Marketing

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

**MKT 5235 Global Marketing**

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

**MKT 5245 Marketing Research**

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

**MKT 5250 Product and Brand Management**

Students will gain a working knowledge of the fundamentals of strategic product brand management. The course will consist of the components of branding, including brand equity, brand identity development and brand positions; how to build brands; growing brands and managing and sustaining brands. The role of IMC in building brands will be discussed as well as branding in different contexts including business-to-business and branding in entrepreneurial organizations. Use will be made of case studies. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5260 Services Marketing**

Service Industries (Finance, entertainment, retail, government, professional services, and information) represent 80% of the GDP of the U.S. This course is designed to teach you develop an understanding of the challenges faced by service organizations as well as goods—oriented firms that use service as a competitive advantage. This course will focus on customer satisfaction and retention and teach you the strong linkages between service quality, customer lifetime value and profitability. Students will learn to map services, understand customer expectations and develop service and customer focused relationship marketing strategies that lead to strong service brands. An emphasis is also placed on the whole organization and how effective marketing and customer focus must be coordinated across multiple functions. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5270 Managing Marketing Communications**

This course introduces students to the key elements of communication theory and consumer behavior, in relation to their application to marketing communications and promotion. The course examines marketing communications and the components of marketing promotion from a systems perspective, with the purpose of establishing their place in an integrated marketing communications strategy. Key elements of the promotional mix are taken into consideration, including advertising, direct and interactive marketing, public relations, trade promotion and consumer promotion. The course will also focus on topics such as the interlinking of corporate, marketing and communication strategy, as well as how audiences frame and interpret marketing messages. Overall, all these elements will be linked in practical projects related to the formulation, monitoring and evaluation of an integrated marketing communications strategy. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5290 Cases in Strategic Marketing**

In this capstone course students will gain a working knowledge of strategic marketing management by learning how to develop and apply market-driven strategy. It concentrates
on the application of various marketing topics through the use of case studies. Students will be able to make strategic choices and propose solutions to real world marketing problems. Students are expected to use their knowledge gained from all the marketing courses on the MBA to analyze the cases. Prerequisite: MKT 5125 or MKT 5070 and 9 additional credits in MKT Concentration courses.

**OPS 5095 Service Operations Management**

This course focuses on services management in general and service operations in particular. It explores the elements that unite services, that differentiate service processes from non-service processes and that differentiate various types of services from each other. Customers generally participate in the service process, often with direct and uncensored interactions with employees and facilities. The resulting variations in demand present a challenge to the operations manager to use effectively the perishable service capacity. This results because production and consumption occur simultaneously and thus the inability to inventory services. The course covers strategic and tactical issues associated with designing and managing service operations. It provides tools to help assess operations, redesign processes, and establish systems to ensure an excellent customer experience. Student operations service learning experience is reinforced with case studies. Prerequisites: FINP 5001 or FINP 5008, and QNT 5160 or QNT 5040.

**PIM 5450 Quality Management**

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

**PIM 5455 Project Management**

This course develops the manager’s project management knowledge and skills for today’s workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI’s CAPM and PMP certification requirements.

**PIM 5460 Process Improvement Methods**

This course develops the highly-leverageable knowledge and skills of process improvement methods for the process improvement leader. We build from a foundation of business train you in process assessment, improvement and sustainment. Topics include: Lean and Six Sigma and TOC concepts, theories and applications such as measurement systems’ analysis, process capability, value stream mapping, waste analysis, 5S, Theory of Constraints, analysis of variance, FMEA, design of experiments, SPC and poke yoke. Prerequisite: PIM 5450 or PIM 5005.

**PIM 5465 Process Improvement Practicum**

This course applies the foundations of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. Prerequisites: PIM 5450 or PIM 5005, PIM 5455 or PIM 5010, SCM 5410 or SCM 5830, PIM 5460 or PIM 5020, and QNT 5160 or QNT 5040. Note QNT 5160 may be taken currently with PIM 5465.

**QNT 5160 Data Driven Decision Making**

Data is rapidly becoming one of our most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various quantitative models and techniques such as simulation, queueing and forecasting. Emphasis
will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Decision-making applications will include operational areas such as capacity planning, demand management, and inventory control. Prerequisites: QNTP 5000 or QNTP 5002 with a grade of B or better and FINP 5001 or FINP 5008 with a passing grade. Prerequisite courses can be no older than 5 years.

**QNT 5470 Data Analytics for Business Management**

This course provides an overview of data analytics in business management and the technologies that can be used to enhance data-driven decision making. The course introduces data analytics frameworks and best practices for integrating data analytics into organizational business processes to be used to improve competitiveness, profitability, growth or operational efficiency. Students also gain experience with software tools used for data preparation, analysis, and reporting. Prerequisite: QNT 5160 or QNT 5040.

**QNT 5495 Advanced Data Analytics for Business Management**

This course integrates knowledge of data management, data mining techniques, predictive modeling, and business process models. Students will apply advanced data analytics techniques to real-world business problems and create and evaluate data-driven solutions to uncover new business strategies and improve organizational competitiveness. The effectiveness of data-analysis techniques and knowledge discovery methods in business applications is also discussed. Prerequisites: QNT 5470, MMIS 0630, MMIS 0642, MMIS 0643, and MMIS 0692.

**QNTP 5000 Foundations of Business Statistics**

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

**REE 5874 Real Estate Project Valuation Software**

Students will be trained to use ARGUS Valuation DCF™ software which is used by appraisers, brokers, developers, managers, investors, lenders and other real estate professionals to make better and more informed decisions. The software uses a lease by lease approach to building cash flows and valuations so that property models have greater precision and clarity.

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

This course focuses on the initial stages of the real estate development process. Course materials, lectures, and cases provide a comprehensive examination of the nature and current state of the development process including market analysis, acquisitions, discounted cash flow analysis, financial feasibility, pro forma building, the use of debt and equity, site selection, due diligence, and interrelationships of the functional components of the process to each other.

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

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

**REE 5880 Real Estate Finance**

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

**REE 5881 Real Estate Law and Ethics**

This course focuses on the legal aspects of real estate development, including real and personal property, land, air, and water rights, forms of ownership of land, leases and landlord-tenant relationships, business organizations, purchase agreements and closing transactions, mortgages and other liens, transfer of title and legal instruments.
This course will examine ethical ramifications of Real Estate Development.

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

This course examines the role of planning and design in the development process as the key stage between acquisition and permitting, and its importance in the overall real estate development process. This course is designed to facilitate an understanding of the importance of site planning and product design. Project planning and design combines art and science for arranging uses of parcels of land to achieve their highest and best operational character and profitability. These disciplines involve the efforts of architects, planners, designers, landscape architects, and others in a coordinated effort.

**REE 5884 Land Use Regulation**

This course discusses the legal and regulatory requirements of the entitlement and development approval or permitting process. This includes discussion of laws pertaining to wetlands, endangered species, historical and archaeological sites, air and water quality, hazardous wastes and toxic substances, as well as the purpose, content, and use of environmental impact statements. Issues of Smart Growth and sustainable development are covered. Also covered is the impact on private property rights of land use regulation and growth management through developments of regional impact, comprehensive planning laws, adequate public facilities requirements, concurrency requirements, zoning, and impact fees and other exactions. The course emphasizes strategic thinking and creative approaches to navigating the labyrinth of federal, state, and local laws, rules, and regulations. Primary attention will be focused on growth management and development controls in Florida, but not to the exclusion of other states.

**REE 5885 Building Design & Construction Principles**

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

**REE 5887 Real Estate Investments**

This course is an introduction to the fundamental concepts, principles, analytical methods and tools used for making real estate investment decisions. The course will focus primarily on income producing real estate, including commercial properties (office, retail, industrial) and apartment communities. The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions.

The course examines the analysis of real estate investments from the point of view of investors and developers. Economic and financial concepts are applied to real estate analysis with the objective of building a solid foundation in the fundamentals of property analysis, valuation and deal structuring.

**REE 5890 Real Estate Accounting**

This course introduces the unique features of real estate transactions their structure, accounting, financial reporting and managerial level financial analysis techniques used for real estate transactions. The course presents real estate accounting from the real estate developer / investor perspective to make decisions about accounting methods for investment properties (commercial and residential), land development and construction projects. Utilizing generally accepted accounting principles, this course presents the foundation for real estate transactional accounting and the review of financial reports used in decision making for acquisition, development and construction; the holding, operating, and (possible) write-down of assets, and sales and transfers using the techniques, principles and practices for estimating fair value, as well as analysis of income and expense statements, balance sheets and credit information for underwriting tenants, leases and performing due diligence for acquisitions and sales. The course presents accounting principles, concept building and practical applications from lectures, discussions, case studies, article reviews and presentations by real estate professionals.

**REE 5892 Market & Feasibility Analysis for Real Estate**

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

**REE 5893 Real Estate Development Analysis Software**

Students will be trained to use ARGUS® Developer which is an established real estate feasibility software program in use by thousands of owners, commercial developers, home builders, land developers, agents and financial institutions throughout the world. It combines feasibility with sensitivity analysis and a powerful discounted cash flow model that is a flexible, consistent and stable platform. Executive level views of single and multi-phased projects allow changes to be assessed instantly. The finance component provides for detailed debt and equity financing and advanced waterfall profits for precise deal structuring.

**REE 5894 Real Estate Capital Markets**

This course introduces the fundamental concepts, principles and practices of the public and private real estate capital markets, advanced concepts and analytical methods and tools essential to attract capital for real estate acquisitions, financing and portfolio investment. The course presents the foundation and frameworks of common sources and structures of capital (debt and equity) to make decisions about financial instruments and advanced negotiating considerations. The market roles of capital providers banks, insurance companies, private equity, hedge funds, governmental, institutional investors, securitized debt and equity including REITs, mortgage backed securities and traded investment funds are introduced, explained and analyzed.

**REE 5896 Real Estate Due Diligence**

This course provides a foundation for how real estate practitioners analyze information to make informed property, asset and market analysis decisions for commercial investments. The course introduces the components, principles and standards of due diligence used and required by property owners, developers, investors and lenders when permitting, underwriting for acquisitions, dispositions and financing of real estate and building improvements.

**REE 5898 Real Estate Development Strategy**

This course introduces and applies the concept of strategy in real estate development. In this course the student creates a real estate development business proposal, concept or entrepreneurial idea and designs an individual research project based on a development strategy supported by market research and financial analysis to solve the student's proposal and demonstrates their knowledge and skills. The student's final product is an individual research paper and oral presentation.

**SCM 5410 Supply Chain Management**

Supply Chain Management encompasses the planning and management of the flow of goods, money, and information from the raw material supplier to the end customer, including activities such as sourcing and procurement, manufacturing, and logistics. It also includes coordination and collaboration with exchange partners, domestically and globally. In essence, Supply Chain Management integrates supply and demand management functions within and across companies. In this course, students will gain a working knowledge of the decisions faced by supply chain managers, as well as the concepts, strategies, processes, tools, and technologies applied to these processes and decisions.

**SCM 5415 Managing International Transportation and Logistics**

Managers in today's organizations must develop strategies that go beyond traditional geographical boundaries. Differentials in wage-rates and expanding markets have opened up opportunities for production and distribution around the globe, while improved transportation and communications have worked to break down the barriers of space and time. In this course, students will examine the operational and strategic decisions that managers face with regard to logistics and transportation for international trade, including airfreight, ocean freight, international road transportation, multi-modal transportation, and the packaging and document preparation required for each mode of transportation.

**SCM 5420 Managing Customer and Supplier Relationships**

Effective supply chain management requires organizations to build integrated relationships with customers and suppliers. These relationships go beyond the traditional arm's length buyer-seller relationship, and may include information sharing, joint planning, and integrated information systems. Through case studies and simulations, students will gain an understanding of the opportunities and challenges involved in building relationships with customers, suppliers, and other organizations in the extended supply chain, as
well as the philosophy, methodology, and tools for improved demand management, customer service, and alignment of supply chain resources. Prerequisite: SCM 5410 or SCM 5830.

**SCM 5425 Supply Chain Strategies**

Despite well-planned strategies and operations, real world challenges often interrupt the efficient flow of goods and information in supply chains, particularly in today’s global context. The capstone course will focus on the opportunities and challenges that managers face in the implementation of supply chain principles. The course will integrate the learning from the other supply chain courses, and will build on them in the areas of outsourcing, risk, governance, negotiation, information technology, and supply chain metrics. The course covers these topics through case studies, simulations, and a real world project in which students apply supply chain principles to an opportunity or challenge faced by a local organization. Prerequisite: SCM 5410 or SCM 5830, SCM 5415 or LOG 5010, and SCM 5420 or SCM 5850.

**SPT 5910 Sport Sponsorship Design and Strategies**

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

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

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

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

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

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

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

**TXX 5761 Taxation of Individuals**

An in-depth analysis of the federal income tax structure, use of tax services, and the concept of taxable income for individuals. Prerequisite: ACTP 5001 or equivalent and ACTP 5711.

**TXX 5762 Taxation of Corporations and Partnerships**

A continuation of the study of the federal income tax structure, use of tax services, and the concept of taxable income as it relates to corporations and partnerships. Prerequisite: TXX 5761 or equivalent and ACTP 5711.

**TXX 5763 Tax of Estates, Trusts & Gifts**

Advanced study of, and research in, tax law with emphasis on estate, trust, and gift taxes. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

**TXX 5764 Taxation of Pensions and Profit-Sharing Plans**

The course looks at the federal tax advantages of pensions and profit-sharing plans, with emphasis on ERISA. Prerequisite: TXX 5762.

**TXX 5765 Tax Policy**

A study of tax issues, particularly those pertinent to individual and corporate taxes. This course focuses on the purposes of taxation and development of tax systems.
Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5766 US Taxation of International Transactions

International Taxation: This course surveys the U.S. income tax on foreign-earned income. The taxation methods of other countries are also examined. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5767 IRS Practice and Procedure

This course introduces the student to the structure, organization, practices and procedures of the Internal Revenue Service. The course is intended to give students an understanding of the organizational makeup of the Internal Revenue Service and the authority of its various employees. The different approaches to resolving tax controversies will be explored through the study of assigned readings and in-depth class discussions. The course will be conducted in a seminar-like fashion with each student expected to make significant contributions to class discussions. Attentiveness to news items affecting the area of federal tax procedures is expected, as well as conveyance to class of these newsworthy developments. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5768 Real Estate Taxation

Examines the tax consequences of owning real estate including the ownership and operation of real property; sales, conversions, foreclosures, leases and abandonments; tax aspects of financing; real estate investment trusts; and real estate holding companies. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5769 Tax Planning & Research

This course is an in-depth study of the tax-planning process and research tools that are available to both the professional business manager and tax practitioner. Prerequisite: TXX 5761 or equivalent and ACTP 5711.

TXX 5770 Taxation of Exempt Organizations

Examines and applies section 501c of the Code. Covers tax planning for charitable contributions, trusts, gifts, and bargain sales. Compares taxation of exempt organizations with for-profit entities. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5771 Federal Taxation of Partnerships

This course is an in-depth study of federal taxation of partnerships and partners. The course explores the formation, operation, and the liquidation of the partnership entity, including the acquisition of interests in partnership capital and profits, compensation of a service partner, tax consequences of cash and property distributions, rules for computation of inside and outside bases, allocations of items of income, gain, loss, deduction and credit and sales of partners' interests. Prerequisite: TXX 5775 and ACTP 5711.

TXX 5772 Special Topics in Taxation

This course builds upon topics taught throughout the required Master of Tax curriculum and delves into advanced problems in these areas, as well as key topics from elective courses, as deemed appropriate. This course provides students with the opportunity to integrate and apply their tax knowledge through problem solving based on hypothetical taxpayers. The tax problems will be determined by current developments and issues in taxation and will form the basis for the students' required project for this course. Prerequisite: TXX 5767, TXX 5771 and ACTP 5711.

TXX 5773 State and Local Taxation

This course introduces the student to the fundamentals of state and local taxation. The course is not intended to make the student technically proficient in all areas of state and local taxation, but rather, it surveys the taxes that states generally impose on its citizens, corporations, and other entities. The impact on society of current and proposed state and local taxes will be explored through the study of assigned readings and in-depth class discussions. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.

TXX 5774 Fiduciary Income Taxation

Fiduciary Income Taxation covers the income taxation of trusts, estates, and their beneficiaries; the quasi-conduit approach of Subchapter J; distributable net income and the distribution deduction; in kind distributions; post-mortem planning; funding of marital deduction trusts; basis to beneficiaries; income in respect of a decedent; grantor trusts; trusts for minors; charitable trusts; and the effects of the uniform income and principal act. This is an in-depth treatment of the subject matter introduced in TXX 5762. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.
TXX 5775 Corporate Taxation

This course will examine the life cycle of a corporation from a tax perspective. The course includes analysis of formation, operation, non-liquidating distributions and final dissolution. The course will accomplish this through the use of the Internal Revenue Code, Regulations and Court Cases. Prerequisite: ACTP 5006 or equivalent and ACTP 5711.

TXX 5776 Comparative International Taxation

The objective of the course is to broaden knowledge in the field of international taxation by introducing the student to the study of comparative foreign tax systems. The coverage is wide-ranging, touching on several countries and substantive categories of taxes as well as procedural aspects. While the income tax will be stressed, value added tax (VAT) will also be discussed. The differences in legal frameworks of various countries, such as constitutional, legislative, and statutory structures in relation to tax law will be studied. An understanding will be obtained of the definitions of income and of the varying and alternative approaches to taking corporations and its owners. Areas of concern such as anti-avoidance rules and taxation of e-commerce will be reviewed. After completing this course, the student will have a basic understanding of how other countries tax their citizens, residents, nonresident aliens, and corporations; and how those approaches compare to those of the United States. Prerequisite: TXX 5762 or TXX 5775 and ACTP 5711.
Master of Public Administration

MISSION

Our mission is to enhance primarily local and state governance as well as nonprofit organizations through education, research and service. We provide on-campus and accessible distance-learning educational programs in public administration for a diverse student population to enhance and advance their careers as managers. The program cultivates analytical skills and public service values like accountability, integrity, diversity and ethical decision-making by engaging students and faculty in innovative, life-long learning experiences.

Program Learning Goals

Upon successful completion of the Master of Public Administration Program, graduates will be able to:
1. Determine optional/optimal courses of action to public sector challenges.
2. Contribute to the policy process.
3. Apply (a) leadership and management, (b) strategic decision-making, and (c) continuous improvement values, principles and best practices to public sector organizational situations.
4. Apply (a) legal, (b) ethical and (c) diversity frameworks to organizational challenges in public sector organizations.
5. Analyze public sector organizations using (a) financial/economic, (b) statistical and (c) technological models.
6. Contribute to the field through public administration projects.
7. Communicate effectively (a) interpersonally, (b) in writing and (c) verbally in the public sector organizational context.

Master of Public Administration Degree
Admission/Application Requirements

The MPA degree program is designed for career professionals and those who aspire to a career in the field of public administration. The primary focus is the management of public, non-profit, and other non-governmental organizations that serve a public purpose. The MPA is considered to be the terminal professional degree for practitioners in public service. Students drawn to this work and their aspirations include, for example, city and county managers, state, federal and local government agency workers, employees in non-profit institutions and charities, public sector advocacy groups, various law enforcement, fire and emergency management, and disaster relief organizations.

Admission to the Master's degree programs is competitive. Applications are individually reviewed and admission is offered to those applicants who meet both qualitative and quantitative criteria. All required documentation must be received before an admission decision can be offered.

Admission Requirements:

1. Completed online Master's Application for Admission (http://www.nova.edu/gradadmissions/index.html) and non-refundable $50 application fee.
2. A conferred bachelor’s degree from a regionally accredited U.S. institution or an equivalent degree for international applicants. Official transcripts from all colleges and universities previously attended. The applicant’s degree transcript must show degree conferral date in order to be evaluated for admission consideration. Electronic transcripts can be sent to electronictranscripts@nova.edu or by mail to:

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

An overall undergraduate GPA of 3.0 or greater on a 4.0 scale as reflected on the official, final transcript from the college or university conferring the bachelor’s degree is required.

Applicants with an overall undergraduate GPA or in the final 60 hours of their enrollment of 2.50 or greater on a 4.00 scale can be considered for admission. For applicants who have earned a 2.25-2.49 cumulative undergraduate GPA or who have earned a GPA of 2.25-2.49 in the last 60 hours of their undergraduate program, applicants with an undergraduate degree from a non-regionally accredited institution and graduates of a foreign institution, admission may be granted at the discretion of the Dean in consultation with the faculty admissions committee, and based on the totality of the application package. For all applicants with below a 3.0 undergraduate GPA, the faculty admission committee reserves the right to
require remedial coursework in appropriate subjects, limit course enrollment to appropriate levels, and suspend or dismiss such applicants based upon first term course grades. The admission committee may also require a GMAT score of 450 or greater or GRE score of 306 or greater. The exam must have been completed in the past three years.

3. A current professional resume, to include work history/experience. For applicants with less than a 3.0 undergraduate GPA, the applicant’s work history should demonstrate substantial levels of responsibility in public sector organizations comprising five or more years with satisfactory performance. This should be substantiated by two personal letters of recommendation from employment superiors that are sent directly to Enrollment Processing Services.

4. An essay of 500-750 words that explains why the applicant wishes to pursue the master of public administration degree and how it will help to fulfill their personal and professional goals. Applicants should also describe in detail their accomplishments, experiences, values, potential for professional excellence, and commitment to completing the MPA degree program. The faculty admissions committee will be evaluating the essay based on commitment to the field as well as the applicant’s demonstrated professionalism and readiness for graduate study.

Foreign Educated Applicants:

- For those applicants who completed their degree outside of the United States, they must have their foreign transcript evaluated by a NACES accredited organization. A list of these organizations can be found at www.naces.org.

- The independent academic evaluation must list the degree equivalency and include a GPA (grade point average) calculation as well as a course-by-course credit evaluation.

- The academic evaluation must be completed for all undergraduate work and be performed based on original and official documents.

English Competency (Non-native English speakers):

- Test of English as a Foreign Language (TOEFL) is required of those applicants whose first language is other than English. Minimum paper score = 550; minimum Internet score = 79.

- TOEFL scores earned more than two years prior to the date of enrollment will not be accepted.

- A score of 6.0 on the International English Language Testing System (IELTS) examination is acceptable in lieu of the TOEFL.

- A score of 54 on the Pearson Test of English (PTE) Academic is acceptable in lieu of the TOEFL.

- A letter on official letterhead from the applicant’s prior university stating that all bachelor's degree course material was taught and studied in English may suffice for the TOEFL requirement.

F1 Visa Applicants:

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

** Special Note Regarding the Online Application for Admission

The Online Application for Admission is located at http://www.nova.edu/gradadmissions/index.html. You must create a login ID and PIN. The PIN must be 6 digits long. Record this information should you need to return to the application at a later date.

When all information has been provided, you must click on the navigation button “Application is Complete”.

Please remember to download, print, and complete the Transcript Request Form.

As all required materials are received by Nova Southeastern University, you will receive email acknowledgements.
Pi Alpha Alpha – M.P.A. Students Only

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

Each year students are notified by mail if they meet the criteria to join Pi Alpha Alpha. M.P.A. students must complete 36 credits of their program by the end of the Winter term each year and maintain a GPA of 3.7. Those students invited to join may attend a special inductee ceremony typically held the week prior to commencement.

FOUNDATION COURSES

Because Master's level study extends knowledge and skills acquired in both the classroom and workplace, each of our programs of study assume prerequisite knowledge in selected content areas. Satisfactory completion of foundation courses requires a "C" grade or better in each. The requirement for foundation courses may be satisfied by undergraduate courses at community colleges, CLEP exams or completion of workshops offered by the school.

- PUBP 5002 – Statistics Workshop*
- PUBP 5003 – American Government Workshop*

* This course offered online only

Foundation courses are not eligible for financial aid if taken by themselves. Students should consult the section titled Financial Aid Eligibility for additional information.

SKILLS-BUILDING COURSES

Because the faculty desire that all students have every opportunity to enhance their careers and attain success in graduate education, remedial courses may be required in order to enhance students skills and abilities. These include, e.g., undergraduate level courses, workshops or seminars on Microsoft Office suite of programs, Excel, Word, PowerPoint, professional writing (e.g., MGT 3020- Business Communications), statistics, public speaking, basic mathematics and algebra, and American government.

Free tutorials with step-by-step basics for skills for a variety of topics are available online, for example, see.: Microsoft Office Suite from 2000 forward plus XP (including Access, Excel, PowerPoint, Word (http://www.gcflearnfree.org/office)); English reading and grammar (http://www.gcflearnfree.org/reading); basic math (http://www.gcflearnfree.org/math).

Purdue University has an excellent Online Writing Lab at http://owl.english.purdue.edu/owl/resource/560/01/.

In order to compete effectively, an essential expectation for our graduates is that they are capable of being certified in modern day computer and communications skills, which the skills-building courses contribute to.
MASTER OF PUBLIC ADMINISTRATION

CORE

MPA Core Curriculum (21 Credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUB 5409</td>
<td>Public Administration Theory and Application (3)*</td>
</tr>
<tr>
<td>PUB 5419</td>
<td>Public Sector Human Resources (3)</td>
</tr>
<tr>
<td>PUB 5429</td>
<td>Public Sector Statistical Analysis (3)</td>
</tr>
<tr>
<td>PUB 5439</td>
<td>Administrative Law and Ethics in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5449</td>
<td>Public Policy Analysis (3)</td>
</tr>
<tr>
<td>PUB 5459</td>
<td>Managing Information &amp; Technology in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5469</td>
<td>Public Finance (3)</td>
</tr>
</tbody>
</table>

*Students must take PUB 5409 their first term

CONCENTRATIONS

Criminal Justice Concentration (Classes with CJI prefix are taken from the School of Criminal Justice) 6 courses/ 18 credits

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>CJI 0510</td>
<td>Survey Issues in Criminal Justice (3)</td>
</tr>
<tr>
<td>CJI 0520</td>
<td>Social Administration of Criminal Justice (3)</td>
</tr>
<tr>
<td>CJI 0530</td>
<td>Legal Issues in Criminal Justice (3)</td>
</tr>
<tr>
<td>CJI 0540</td>
<td>Program Evaluation in Criminal Justice (3)</td>
</tr>
<tr>
<td>CJI 0550</td>
<td>Investigative Processes (3)</td>
</tr>
<tr>
<td>PUB 5931</td>
<td>Public and Non-Profit Strategic Management (3)</td>
</tr>
</tbody>
</table>

Disaster and Emergency Management Concentration (Classes with DEP prefix are taken from the College of Osteopathic Medicine) 6 courses/ 18 credits

Required courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEP 5001</td>
<td>Biostatistics (3)</td>
</tr>
<tr>
<td>PUB 5922</td>
<td>Emergency Management in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5925</td>
<td>Leadership in the Public Sector (3)</td>
</tr>
</tbody>
</table>

Choose three from:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEP 5020</td>
<td>Preparedness, Planning, Mitigation, and Continuity Management (3)</td>
</tr>
<tr>
<td>DEP 5070</td>
<td>Risk Assessment and Mitigation (3)</td>
</tr>
<tr>
<td>DEP 5090</td>
<td>Weapons of Mass Threat and Communicable Diseases (3)</td>
</tr>
<tr>
<td>DEP 6110</td>
<td>Community Vulnerability Assessment (3)</td>
</tr>
<tr>
<td>DEP 6424</td>
<td>Community Disaster Preparedness (3)</td>
</tr>
</tbody>
</table>

Non-Profit/ Non-Governmental Organizations Concentration 6 courses/ 18 credits

Required first term of concentration (after core)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUB 5901</td>
<td>Intro to Non-Profit Management (3)</td>
</tr>
</tbody>
</table>

Students will choose 5 courses from the listing below:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUB 5902</td>
<td>Grant Development in the Public &amp; Non-Profit Sector (3)</td>
</tr>
<tr>
<td>PUB 5903</td>
<td>Comparative &amp; Cross-cultural Perspectives for Non-Profits (3)</td>
</tr>
<tr>
<td>PUB 5904</td>
<td>Non-Profit Governance (3)</td>
</tr>
<tr>
<td>PUB 5905</td>
<td>Financial Management and Sustainability for Non-Profit Organizations (3)</td>
</tr>
<tr>
<td>PUB 5906</td>
<td>Major Gifts, Planned Giving, and Building Endowments (3)</td>
</tr>
<tr>
<td>PUB 5924</td>
<td>Entrepreneurial Public Management (3)</td>
</tr>
<tr>
<td>PUB 5925</td>
<td>Leadership in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5927</td>
<td>Evaluation of Public Policies and Programs (3)</td>
</tr>
<tr>
<td>PUB 5931</td>
<td>Public and Non-Profit Strategic Management (3)</td>
</tr>
</tbody>
</table>

State & Local Administration Concentration

Choose 6 from the following 6 courses/ 18 credits

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>PUB 5921</td>
<td>Intergovernmental Relations (IGR) (3)</td>
</tr>
<tr>
<td>PUB 5922</td>
<td>Emergency Management in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5923</td>
<td>Project Management for Public Sector Managers (3)</td>
</tr>
<tr>
<td>PUB 5924</td>
<td>Entrepreneurial Public Management (3)</td>
</tr>
<tr>
<td>PUB 5925</td>
<td>Leadership in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5926</td>
<td>Public Budgeting (3)</td>
</tr>
<tr>
<td>PUB 5927</td>
<td>Evaluation of Public Policies &amp; Programs (3)</td>
</tr>
<tr>
<td>PUB 5928</td>
<td>Economic Development Policy (3)</td>
</tr>
<tr>
<td>PUB 5929</td>
<td>Introduction to E-Government and Social Media in the Public Sector (3)</td>
</tr>
<tr>
<td>PUB 5931</td>
<td>Public and Non-Profit Strategic Management (3)</td>
</tr>
<tr>
<td>PUB 5930</td>
<td>Introduction to City Management (3)</td>
</tr>
<tr>
<td>PUB 5932</td>
<td>Sustainable Community Development (3)</td>
</tr>
<tr>
<td>REE 5884</td>
<td>Land Use Regulation: Entitlements &amp; Permitting in a Growth Managed Environment (3)</td>
</tr>
</tbody>
</table>
As their final class in the MPA Program, Students may choose any of the following:

PUB 5945 Master of Public Administrative Integrative Seminar (3)*
PUB 5941 Internship (3)*
PUB 5949 Practicum (3)*

Total Credits for Degree 42 Credits

FOUNDATION COURSES

Because Master’s level study extends knowledge and skills acquired in both the classroom and workplace, each of our programs of study assume prerequisite knowledge in selected content areas. Satisfactory completion of foundation courses requires a "C" grade or better in each. The requirement for foundation courses may be satisfied by undergraduate courses at community colleges, CLEP exams or completion of workshops offered by the school.

- PUBP 5002 – Statistics Workshop*
- PUBP 5003 – American Government Workshop*

* This course offered online only
Master of Public Administration Course Descriptions
Course Descriptions and Foundation Requirements Subject to Change.

PUB 5409 Public Administration in Theory and Application

This course examines the role of public administration and non-profit organizations in a democratic society. Students examine the cultural and intellectual evolution of the field, the theories, forces, and people that drive the public sector and the specific management techniques used to implement public policy. Special emphasis is placed upon the application of organizational theory and organizational behavior concepts in the public and non-profit contexts. Prerequisite: PUBP 5003.

PUB 5419 Public Sector Human Resource Management

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

PUB 5429 Public Sector Statistical Analysis

Students gain an overview of commonly applied statistical methods in public administration including confidence intervals, t-tests for means and proportions, ANOVA, and non-parametric tests. The emphasis is on practical use of statistics to analyze real-world data and performance criteria. Prerequisite: PUBP 5002 or equivalent.

PUB 5439 Administrative Law and Ethics in the Public Sector

The course introduces students to the field of ethics and shows how ethical principles are applied to administrative agencies to ensure not only legal but also moral government decision-making. Administrative law is the body of law concerned with the actions of administrative agencies, frequently called the “4th branch of government” in the United States. The course thus examines how administrative agencies are created, how they exercise their powers, how they make laws and policy formally as well as informally, the laws that govern agency rulemaking and adjudications, especially the Administrative Procedure Act. Constitutional and other legal protections afforded against agency actions, and how agency actions are reviewed and remedied by the courts and legislative branch of government. The course also examines the intergovernmental relations and the political and practical constraints that influence administrative policy.

PUB 5449 Public Policy Analysis

Students develop a working knowledge of public-sector policy making and learn to analyze public policy problems in order to understand how public policy is formulated, decided upon, and implemented. Emphasis is on agenda setting, program design, and implementation. Prerequisite: PUB 5450 or PUB 5409.

PUB 5469 Public Finance

This course focuses on the economics of the public sector. It delineates the goods and services provided by government and how they are funded. It deals with the public goods and their characteristics. It explores income redistribution. The efficiency, equity and incentive effects of taxation are studied. Multilevel government relations and finances are examined.

PUB 5901 Introduction to Non-Profit Management

Regardless of the formal structure of the local government, the emergence of professionally trained administrators as chief operating officers marks a significant difference from the days when part-time elected officials attempted to run cities without much assistance. Sometimes called city managers, sometimes city administrators, and sometimes names not fit to print, occupants of these positions must be able to manage the careful balancing act required of any successful public administrator – seeking to provide services and administer regulations in the most cost-effective manner possible while continuing to be responsive to legitimate political and equity concerns of the elected officials and residents of the community. And these goals must be achieved while operating within a legal and constitutional framework principally concerned with protecting the rights of individuals and limiting the power of municipalities.
PUB 5902 Grant Development in the Public & Non-Profit Sector

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

PUB 5903 Comparative and Cross-cultural Perspectives for Non-Profits

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

PUB 5904 Non-Profit Governance

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

PUB 5905 Financial Management and Sustainability for Nonprofit Organizations

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

PUB 5906 Major Gifts, Planned Giving, and Building Endowments

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

PUB 5921 Intergovernmental Relations

This course examines the nature and practice of federalism and intergovernmental relations in the United States. The course will begin with a review of the origins of federalism in the U.S. and various theoretical approaches to understanding the relationships between levels of government. Subsequently, we will look more closely at the specific ways in which different levels of government relate to one another both vertically and horizontally by looking at such specific issues as the federal grant process, interstate cooperation and competition, the chartering of municipal governments, and metropolitan regional cooperation. Various components covered in IGR include fiscal, regulatory, and policy implementation issues in addition to state-local and inter-local or regional management considering third parties such as non-governmental organizations and tax-exempt entities.

PUB 5922 Emergency Management in the Public Sector

This course will explore the major issues, theories, and strategies in contemporary disaster and emergency management. This course will expose the students to: 1) The historical, administrative, institutional, and organizational framework of disaster and emergency management in the United States; 2) The role of the federal, state, and local governments in disasters; 3) The role of non-profit organizations in emergency management; 4) The management of a natural or man-made disaster; and (5) How event plans evolve to meet new or recurring threats.
PUB 5923 Project Management for Public Sector Managers

This course examines the general concepts and political considerations of project management within public institutions. The continued trends of governments to privatize, stabilize or decrease costs, and reduce paperwork, add to the pressure to meet new standards of performance in service. This situation requires public administrators to rely more heavily on project management as a means of accomplishing near-term objectives, or delivering ad-hoc services, in the 21st century. The course focuses on pragmatic applications of PM techniques in the public sector.

PUB 5924 Entrepreneurial Public Management

The purpose of this course is to prepare graduate students with the necessary basic knowledge and skills to practice entrepreneurial public management and consider innovations in government for service success. We will adopt a business approach and apply principles and practices that have proven to be successful in some of the largest companies, as well as many medium and smaller ones, in the United States. Although it is fully understood that government cannot operate as a business in all ways – especially in light of legislative and budgetary constraints – there are many approaches that can be taken by government agencies that would better prepare it for the mandates of the 21st Century.

PUB 5925 Leadership in the Public Sector

This course will explore the dimensions of leadership and decision making within the public sector. Students will explore the major theoretical frameworks of leadership as well as the relationship of leadership to organizational change and effective management strategies. Utilizing in-depth reflection for self-development in such areas as ethical decision-making, students will combine theoretical and practical applications to create and present a unique leadership model.

PUB 5926 Public Budgeting

The process of developing, implementing, and monitoring a public budget is a complex one. The public budget is also the central vehicle for carrying out the public policy agenda. Public budgeting is highly technical and structured, as well as politically charged and controversial. Public budgeting involves leadership and management, contributes to public policy, and includes decision-making that touches legal, ethical, and diversity frameworks. This course examines the theoretical and practical applications of public budgeting. Students will analyze and critique an actual budget, followed by assembling and presenting their own budget recommendations.

PUB 5927 Evaluation of Public Policies and Programs

Students develop a working knowledge of public sector policy and program evaluation with an emphasis on the history of evaluation, the social indicators movement, the politics of program evaluation, goal identification, Wilson's Law, performance measurement, methods of analysis, who uses evaluations and the problem of partisanship. Prerequisite: PUB 5449 or PUB 5480.

PUB 5928 Economic Development Policy

Economic growth is achieved through a variety of public and private initiatives. This course explores the role of local, state and national governments in the United States and in the globe in guiding and stimulating their respective economies. Emphasis is placed on distinguishing growth from development and in analyzing the particular characteristics of the institutional arrangements deployed by various levels of government in providing public goods.

PUB 5929 Introduction to E-Government and Social Media in the Public Sector

Digital government ranges from the ability to answer routine citizen inquiries to democratic voting online. This course presents a survey of successful e-government initiatives and the intertwined and complex issues related to their implementation. New sharing of power between supervisors and professionals facilitate highly interactive exchanges with new responsibilities for citizens, groups, and administrators. Students gain insight related to going beyond the static presence of a Web page to conceptually providing services such as paying taxes, applying for licenses and permits, and routine requests for information online. The course explores the myriad uses of social media in an interconnected world with networked governance, transparency and information management. Real-life examples and case studies provide insight to what has already proved both innovative and responsive for governance that empowers public employees, managers and citizens that are breaking old paradigms.

PUB 5930 Introduction to City Management

Regardless of the formal structure of the local government, the emergence of professionally trained administrators as chief operating officers marks a significant difference from the days when part-time elected officials attempted to run cities without much
assistance. Sometimes called city managers, sometimes city administrators, and sometimes names not fit to print, occupants of these positions must be able to manage the careful balancing act required of any successful public administrator – seeking to provide services and administer regulations in the most cost-effective manner possible while continuing to be responsive to legitimate political and equity concerns of the elected officials and residents of the community. And these goals must be achieved while operating within a legal and constitutional framework principally concerned with protecting the rights of individuals and limiting the power of municipalities.

**PUB 5931 Public and Non-Profit Strategic Management**

Strategic management is defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.” The focus of strategic management is on “fundamental decisions.” Strategic management is about shaping the mission and goals of an organization. Strategic management focuses on the future of an organization by trying to define the opportunities to act and the barriers to action that prevent us from achieving a desired future state. The goal of the process is to implement a program and complete a set of tasks, not to produce a plan (hence the shift in terminology from strategic planning to strategic management). Prerequisite: PUB 5409 or PUB 5450.

**PUB 5932 Sustainable Community Development**

Sustainability concerns for communities and regions deals with such things as financial resources and burdens on citizens as well as visitors in addition to changes in the environment resulting from e.g., climate change and industrial pollution. The capacity of any community or region to sustain growth must realize that growth creates demands on publicly provided services that have financial and environmental as well as social implications. The ability to sustain the population and local economies is also concerned with the integration of land-use planning and transportation alternatives for urban regions with considerations for density, mass-transit and zoning if communities are to be sustainable.

**PUB 5941 Public Administration Internship**

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

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

The M.P.A. Integrative Seminar focuses on the knowledge, skills, and abilities that define a competent public or non-profit sector manager. A central theme of the course is the roles, responsibilities, and outlooks of the manager today and the competing influences in public decision-making under fragmented authority that result in public sector management as the art of compromise. Through role-playing in the various roles of elected officials or professional administrators, students will conduct a city council meeting to experience the actual administration of the political agenda. Prerequisites: (PUB 5409 OR PUB 5450) AND (PUB 5419 OR PUB 5465) AND (PUB 5439 OR PUB 5461) AND (PUB 5449 OR PUB 5480) AND (PUB 5469 or PUB 5472).

**PUB 5949 Public Administration Practicum**

The practicum is for students already working within the field. During the semester, students will prepare a research paper directly relevant for and intended to serve their department or agency outside of their normal employment duties. The practicum research paper will be supervised by a faculty member with interim reports and a final paper. Prerequisites: PUB 5409 or PUB 5450, and PUB 5419 or PUB 5465, and PUB 5439 or PUB 5461, and PUB 5449 or PUB 5480, and PUB 5469 or PUB 5472.

**PUBP 5002 Statistics Workshop**

Statistics Workshop provides a review of the statistical concepts that form the foundation of statistical analysis. These concepts include probability, descriptive statistics, bivariate measures of association, sampling distributions, and statistical inference. After completing the workshop students will be able to calculate and interpret descriptive statistics, bivariate measures of association, confidence intervals, and tests of statistical significance. This course is a prerequisite for PUB 5477 for those who did not complete a comparable course at the undergraduate level. This course is Pass/ Fail and online only.
PUBP 5003 American Government Workshop

The goal of this course is to familiarize students with the structures, functions, and processes of American government. We will explore the philosophical and historical roots of American politics, the Constitutional foundations, the three branches of government, and various political institutions and interest groups. This includes a federalism model that defines the relationship between the national and sub-national levels of government in which the field of public administration operates. This course required to be taken concurrently with PUB 5450 for those who did not complete a comparable course at the undergraduate level. This course is Pass/ Fail and online only.
## Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Degrees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Abraham</td>
<td>Professor</td>
<td>D.B.A., U.S. International University</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M.B.A., U.S. International University</td>
</tr>
<tr>
<td>Russell Abratt</td>
<td>Professor</td>
<td>Ph.D., University of Pretoria</td>
</tr>
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<tr>
<td>James Agbodzakey</td>
<td>Assistant Professor</td>
<td>Ph.D., Florida Atlantic University</td>
</tr>
<tr>
<td></td>
<td></td>
<td>M.P.A., Ohio University, Athens</td>
</tr>
<tr>
<td>Mohammed Ahmed</td>
<td>Part-Time, Participating</td>
<td>D.B.A., Nova Southeastern University</td>
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<td>M.B.A., California State University</td>
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<tr>
<td>Ryan Atkins</td>
<td>Assistant Professor</td>
<td>Ph.D., Queen's University Belfast</td>
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<td>M.M.M., Pennsylvania State University</td>
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<tr>
<td>Joel Auerbach</td>
<td>Part-Time, Participating</td>
<td>M.B.A., Columbia Graduate School of Business</td>
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<tr>
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<td>M.A., Northwestern University</td>
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<tr>
<td>Cheryl Babcock</td>
<td>Lecturer</td>
<td>M.B.A., University of Nebraska-Lincoln</td>
</tr>
<tr>
<td>H. Young Baek</td>
<td>Associate Professor</td>
<td>Ph.D., University of South Carolina</td>
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<td>M.I.B.S., University of South Carolina</td>
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<tr>
<td>James Barry</td>
<td>Associate Professor</td>
<td>D.B.A., Nova Southeastern University</td>
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<td>M.B.A., DePaul University</td>
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<tr>
<td>Selima Ben Mrad</td>
<td>Associate Professor</td>
<td>Ph.D., Florida Atlantic University</td>
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<td>M.B.A., Madonna University</td>
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<tr>
<td>Michael Bendixen</td>
<td>Professor</td>
<td>Ph.D., University of Witwatersrand</td>
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<td>M.B.A., University of South Africa</td>
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<td>Herbert Brotpies</td>
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<td>M.B.A., Fairleigh Dickinson University</td>
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<tr>
<td>John Carroll</td>
<td>Assistant Professor</td>
<td>Ph.D., Florida Atlantic University</td>
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<td></td>
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<td>M.P.A., Florida Atlantic University</td>
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<tr>
<td>Nicholas Castaldo</td>
<td>Lecturer</td>
<td>M.B.A., Harvard University</td>
</tr>
<tr>
<td>Frank J. Cavico</td>
<td>Professor</td>
<td>J.D., St. Mary's University</td>
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