

Graduate

HERZING[®] UNIVERSITY

Effective January 2012 | Catalog 2011-2012



A MESSAGE FROM THE PRESIDENT



Renée Herzing

Our primary goal is to provide students with marketable skills leading to employment. Certainly, that means the technical skills and knowledge required in the career field chosen by the student. Our hands-on coursework and combination of academic and real-world instruction provide those skills.

Marketable skills encompass more. Employers also expect technical competence while demanding good communication skills, teamwork, positive attitudes, high performance standards, and a willingness to accept responsibility in the workplace. In order to provide these equally necessary marketable skills, we integrate communication opportunities in all of our courses and encourage team involvement whenever appropriate. We also demonstrate and emphasize these performance standards to our students by requiring completion of a workplace-related project for appraisal.

At Hocking University students not only learn the technical and business skills required in professional occupations, they are also expected to develop essential work habits. Consequently, we stress the importance of attendance as an integral element of a complete education and as an important work habit to develop. Important work habits include responsibility and reliability, and attendance in class is a major factor in both these areas. Further, class attendance benefits the student through increased opportunity for learning, added success of team experiences, and demonstrated respect for the instructor and fellow students.

At Hocking University, we believe in student service. We are focused on providing all that we can to help students graduate, attain their career objectives, and fulfill their goals. We stand ready and able to demonstrate our commitment to your success.

Yours truly,

A handwritten signature in black ink, appearing to read "Renée Herzing". The signature is fluid and cursive, with a large, stylized initial "R".

Renée Herzing
President

THE THREE CS

CAREER-FOCUSED ♦ CONVENIENT ♦ CARING

Herzing University distinguishes itself from other academic institutions through the Three Cs: **Career-focused** classes for real-world skills; **Convenient** scheduling for busy students; and **Caring** faculty and staff for personalized attention.

Career-focused

- ♦ We believe in focusing on career development from day one.
- ♦ Our Department of Career Development works with you as soon as you start.
- ♦ Our educational programs are designed to meet industry needs by preparing you for industry certification tests or licensing.
- ♦ Our educational programs are regularly modified based upon industry advisory board input.

Convenient

- ♦ Block Schedules: Resident classes are scheduled in blocks in the morning, afternoon, or evening to optimize the use of student time.
- ♦ Flexible Education Delivery: Students are able to take classes in the traditional resident classroom, part residential and part online, or all online.
- ♦ Scalability of Programs: Students can progress seamlessly to the next educational level, as diplomas are subsets of associate's degrees, which are subsets of bachelor's degrees, which are subsets of graduate degrees.

Caring

- ♦ A student's needs are our first priority.
- ♦ Every staff and faculty member commits himself or herself to assisting the student.
- ♦ Administrative procedures are regularly reevaluated to ensure the best possible service to students.
- ♦ The faculty accepts responsibility to partner with the student in the learning process.
- ♦ The small student-teacher ratio provides each student with more "face time" with faculty.

CAMPUS CONTACT INFORMATION

Online Campus

Administrative Offices

W140 N8917 Lilly Road
Menomonee Falls, WI 53051
tel: (866) 508-0748
fax: (414) 727-7090
email: info@onl.herzing.edu

Madison Campus

5218 East Terrace Drive
Madison, WI 53718
tel: (608)249-6611
fax: (608) 249-8593
email: info@msn.herzing.edu

TABLE OF CONTENTS

ACADEMIC CALENDAR	1
UNIVERSITY INFORMATION	7
Vision Statement	7
Mission Statement	7
Institutional Goals	7
Educational Philosophy	7
Instructional Methodology	7
University History	8
Financial Condition	9
Statement of Governance	9
Key System Administrators	9
Campus Administrators	10
Graduate Faculty	10
Accreditation	12
Licenses	12
Approvals	12
Memberships	12
Advisory Boards	12
Accommodations for the Disabled	12
Library Resources	13
Changes to this Catalog	13
ADMISSION INFORMATION	14
Graduate Admission Criteria	14
Conditional Acceptance	14
Admission Procedures	14
Admission Applications	14
International Student Admission	14
Special Students (Admission of Individuals Not Seeking Degrees/Diplomas)	15
Undergraduate Students Taking Graduate Courses (Dual Enrollment)	15
Readmission/Reentry	15
Continuing Students	16
New Student Orientation	16
Nondiscrimination	16
Transfer of Credits From Other Colleges and Universities	16
Transfer of Credits to Other Colleges and Universities	16
ACADEMIC INFORMATION	17
Graduation Requirements—Graduate Programs	17
Academic Load	17
Online Education	17

Grading Policies	18
Additional Coursework	19
Academic Awards—Semester Awards	19
Service Quality Assurance	19
Curriculum	20
Institutional Assessment of Student Academic Performance	20
Withdrawal	20
Add/Drop Period	21
Warning and Probation	21
Attendance Policy and Procedures	21
Program Changes	22
Auditing Courses	22
Graduate Standards of Satisfactory Progress	22
Student Conduct	23
Academic Dishonesty	24
Acceptable Use of Computing Resources	24
Graduate Course Numbering System	25
Electives	25
Privacy of Records	25

FINANCIAL INFORMATION 26

Cost of Attending	26
Federal Student Aid Programs	26
The Herzing Educational Foundation	27
Other Financial Assistance	27
Refund Policy	28
Withdrawal From University	28
Refund Procedures	29

STUDENT SERVICES INFORMATION 30

Appeal, Grievance, and Arbitration Procedure	30
Student Advising	32
Career Development Services	32
Crime Awareness	33
Anti-Hazing Policy	33
State Organizations	33

GRADUATE PROGRAMS OF STUDY

Master's Degrees	35
Master of Business Administration (MBA)	36
Master of Business Administration in Accounting (MBAA)	38
Master of Business Administration in Business Management (MBABM)	40
Master of Business Administration in Healthcare Management (MBAHCM)	42

Master of Business Administration in Human Resources (MBAHR)	44
Master of Business Administration in Marketing (MBAM)	46
Master of Business Administration in Project Management (MBAPM)	48
Master of Business Administration in Sustainability Management (MBASM)	50
Master of Business Administration in Technology Management (MBATM)	52
Master of Business Administration—Dual Concentration Option (MBADC)	54
Master of Science in Nursing With a Concentration in Family Nurse Practitioner (MSNFNP)	57
Master of Science in Nursing With a Concentration in Nursing Education (MSNNE)	59
Master of Science in Nursing With a Concentration in Nursing Management (MSNNM)	61
Graduate Certificate Programs	63
Accounting (GCA)	64
Business Management (GCBM)	65
Healthcare Management (GCHCM)	66
Human Resources (GCHR)	67
Marketing (GCM)	68
Project Management (GCPM)	69
Technology Management (GCTM)	70
GRADUATE COURSE DESCRIPTIONS	71
CHANGES FROM PREVIOUS CATALOG	81



ACADEMIC CALENDAR

Classes at Herzing University run year-round with breaks as listed below. The calendar at some Herzing University campuses may vary slightly, so please check with your local campus. You will be notified if there are any changes to this schedule prior to the start of the applicable period.

HERZING UNIVERSITY ACADEMIC CALENDAR 2011–2020

			Start Date	End Date
Fall Semester 2011	1st 8-Week Period	Entire 8-Week Period	9-6-11	10-26-11
		1 st 4-Week Period	9-6-11	10-1-11
		2 nd 4-Week Period	10-3-11	10-26-11
	Break—Mid-Semester		10-27-11	10-30-11
	2nd 8-Week Period	Entire 8-Week Period	10-31-11	12-21-11
		3 rd 4-Week Period	10-31-11	11-26-11
		4 th 4-Week Period	11-28-11	12-21-11
	Break—Semester		12-22-11	1-8-12
			Start Date	End Date
Spring Semester 2012	1st 8-Week Period	Entire 8-Week Period	1-9-12	2-29-12
		1 st 4-Week Period	1-9-12	2-4-12
		2 nd 4-Week Period	2-6-12	2-29-12
	Break—Mid-Semester		3-1-12	3-4-12
	2nd 8-Week Period	Entire 8-Week Period	3-5-12	4-25-12
		3 rd 4-Week Period	3-5-12	3-31-12
		4 th 4-Week Period	4-2-12	4-25-12
	Break—Semester		4-26-12	4-29-12
			Start Date	End Date
Summer Semester 2012	1st 8-Week Period	Entire 8-Week Period	4-30-12	6-20-12
		1 st 4-Week Period	4-30-12	5-26-12
		2 nd 4-Week Period	5-29-12	6-20-12
	Break—Mid-Semester		6-21-12	7-8-12
	2nd 8-Week Period	Entire 8-Week Period	7-9-12	8-29-12
		3 rd 4-Week Period	7-9-12	8-4-12
		4 th 4-Week Period	8-6-12	8-29-12
	Break—Semester		8-30-12	9-3-12
			Start Date	End Date
Fall Semester 2012	1st 8-Week Period	Entire 8-Week Period	9-4-12	10-24-12
		1 st 4-Week Period	9-4-12	9-29-12
		2 nd 4-Week Period	10-1-12	10-24-12
	Break—Mid-Semester		10-25-12	10-28-12
	2nd 8-Week Period	Entire 8-Week Period	10-29-12	12-19-12
		3 rd 4-Week Period	10-29-12	11-24-12
		4 th 4-Week Period	11-26-12	12-19-12
	Break—Semester		12-20-12	1-6-13

			Start Date	End Date	
Spring Semester 2013	1st 8-Week Period	Entire 8-Week Period	1-7-13	2-27-13	
		1 st 4-Week Period	1-7-13	2-2-13	
		2 nd 4-Week Period	2-4-13	2-27-13	
	Break—Mid-Semester			2-28-13	3-3-13
	2nd 8-Week Period	Entire 8-Week Period	3-4-13	4-24-13	
		3 rd 4-Week Period	3-4-13	3-30-13	
		4 th 4-Week Period	4-1-13	4-24-13	
	Break—Semester			4-25-13	4-28-13
			Start Date	End Date	
Summer Semester 2013	1st 8-Week Period	Entire 8-Week Period	4-29-13	6-19-13	
		1 st 4-Week Period	4-29-13	5-25-13	
		2 nd 4-Week Period	5-28-13	6-19-13	
	Break—Mid-Semester			6-20-13	7-7-13
	2nd 8-Week Period	Entire 8-Week Period	7-8-13	8-28-13	
		3 rd 4-Week Period	7-8-13	8-3-13	
		4 th 4-Week Period	8-5-13	8-28-13	
	Break—Semester			8-29-13	9-2-13
			Start Date	End Date	
Fall Semester 2013	1st 8-Week Period	Entire 8-Week Period	9-3-13	10-23-13	
		1 st 4-Week Period	9-3-13	9-28-13	
		2 nd 4-Week Period	9-30-13	10-23-13	
	Break—Mid-Semester			10-24-13	10-27-13
	2nd 8-Week Period	Entire 8-Week Period	10-28-13	12-18-13	
		3 rd 4-Week Period	10-28-13	11-23-13	
		4 th 4-Week Period	11-25-13	12-18-13	
	Break—Semester			12-19-13	1-5-14
			Start Date	End Date	
Spring Semester 2014	1st 8-Week Period	Entire 8-Week Period	1-6-14	2-26-14	
		1 st 4-Week Period	1-6-14	2-1-14	
		2 nd 4-Week Period	2-3-14	2-26-14	
	Break—Mid-Semester			2-27-14	3-2-14
	2nd 8-Week Period	Entire 8-Week Period	3-3-14	4-23-14	
		3 rd 4-Week Period	3-3-14	3-29-14	
		4 th 4-Week Period	3-31-14	4-23-14	
	Break—Semester			4-24-14	4-27-14
			Start Date	End Date	
Summer Semester 2014	1st 8-Week Period	Entire 8-Week Period	4-28-14	6-18-14	
		1 st 4-Week Period	4-28-14	5-24-14	
		2 nd 4-Week Period	5-27-14	6-18-14	
	Break—Mid-Semester			6-19-14	7-6-14
	2nd 8-Week Period	Entire 8-Week Period	7-7-14	8-27-14	
		3 rd 4-Week Period	7-7-14	8-2-14	
		4 th 4-Week Period	8-4-14	8-27-14	
	Break—Semester			8-28-14	9-1-14

			Start Date	End Date	
Fall Semester 2014	1st 8-Week Period	Entire 8-Week Period	9-2-14	10-22-14	
		1 st 4-Week Period	9-2-14	9-27-14	
		2 nd 4-Week Period	9-29-14	10-22-14	
	Break—Mid-Semester			10-23-14	10-26-14
	2nd 8-Week Period	Entire 8-Week Period	10-27-14	12-17-14	
		3 rd 4-Week Period	10-27-14	11-22-14	
		4 th 4-Week Period	11-24-14	12-17-14	
Break—Semester			12-18-14	1-4-15	
			Start Date	End Date	
Spring Semester 2015	1st 8-Week Period	Entire 8-Week Period	1-5-15	2-25-15	
		1 st 4-Week Period	1-5-15	1-31-15	
		2 nd 4-Week Period	2-2-15	2-25-15	
	Break—Mid-Semester			2-26-15	3-1-15
	2nd 8-Week Period	Entire 8-Week Period	3-2-15	4-22-15	
		3 rd 4-Week Period	3-2-15	3-28-15	
		4 th 4-Week Period	3-30-15	4-22-15	
Break—Semester			4-23-15	4-26-15	
			Start Date	End Date	
Summer Semester 2015	1st 8-Week Period	Entire 8-Week Period	4-27-15	6-17-15	
		1 st 4-Week Period	4-27-15	5-23-15	
		2 nd 4-Week Period	5-25-15	6-17-15	
	Break—Mid-Semester			6-18-15	7-5-15
	2nd 8-Week Period	Entire 8-Week Period	7-6-15	8-26-15	
		3 rd 4-Week Period	7-6-15	8-1-15	
		4 th 4-Week Period	8-3-15	8-26-15	
Break—Semester			8-27-15	8-30-15	
			Start Date	End Date	
Fall Semester 2015	1st 8-Week Period	Entire 8-Week Period	8-31-15	10-21-15	
		1 st 4-Week Period	8-31-15	9-26-15	
		2 nd 4-Week Period	9-28-15	10-21-15	
	Break—Mid-Semester			10-22-15	10-25-15
	2nd 8-Week Period	Entire 8-Week Period	10-26-15	12-16-15	
		3 rd 4-Week Period	10-26-15	11-21-15	
		4 th 4-Week Period	11-23-15	12-16-15	
Break—Semester			12-17-15	1-10-16	
			Start Date	End Date	
Spring Semester 2016	1st 8-Week Period	Entire 8-Week Period	1-11-16	3-2-16	
		1 st 4-Week Period	1-11-16	2-6-16	
		2 nd 4-Week Period	2-8-16	3-2-16	
	Break—Mid-Semester			3-3-16	3-6-16
	2nd 8-Week Period	Entire 8-Week Period	3-7-16	4-27-16	
		3 rd 4-Week Period	3-7-16	4-2-16	
		4 th 4-Week Period	4-4-16	4-27-16	
Break—Semester			4-28-16	5-1-16	

			Start Date	End Date	
Summer Semester 2016	1st 8-Week Period	Entire 8-Week Period	5-2-16	6-22-16	
		1 st 4-Week Period	5-2-16	5-28-16	
		2 nd 4-Week Period	5-31-16	6-22-16	
	Break—Mid-Semester			6-23-16	7-10-16
	2nd 8-Week Period	Entire 8-Week Period	7-11-16	8-31-16	
		3 rd 4-Week Period	7-11-16	8-6-16	
		4 th 4-Week Period	8-8-16	8-31-16	
	Break—Semester			9-1-16	9-5-16
			Start Date	End Date	
Fall Semester 2016	1st 8-Week Period	Entire 8-Week Period	9-6-16	10-26-16	
		1 st 4-Week Period	9-6-16	10-1-16	
		2 nd 4-Week Period	10-3-16	10-26-16	
	Break—Mid-Semester			10-27-16	10-30-16
	2nd 8-Week Period	Entire 8-Week Period	10-31-16	12-21-16	
		3 rd 4-Week Period	10-31-16	11-26-16	
		4 th 4-Week Period	11-28-16	12-21-16	
	Break—Semester			10-22-16	1-8-17
			Start Date	End Date	
Spring Semester 2017	1st 8-Week Period	Entire 8-Week Period	1-9-17	3-1-17	
		1 st 4-Week Period	1-9-17	2-4-17	
		2 nd 4-Week Period	2-6-17	3-1-17	
	Break—Mid-Semester			3-2-17	3-5-17
	2nd 8-Week Period	Entire 8-Week Period	3-6-17	4-26-17	
		3 rd 4-Week Period	3-6-17	4-1-17	
		4 th 4-Week Period	4-3-17	4-26-17	
	Break—Semester			4-27-17	4-30-17
			Start Date	End Date	
Summer Semester 2017	1st 8-Week Period	Entire 8-Week Period	5-1-17	6-21-17	
		1 st 4-Week Period	5-1-17	5-27-17	
		2 nd 4-Week Period	5-30-17	6-21-17	
	Break—Mid-Semester			6-22-17	7-9-17
	2nd 8-Week Period	Entire 8-Week Period	7-10-17	8-30-17	
		3 rd 4-Week Period	7-10-17	8-5-17	
		4 th 4-Week Period	8-7-17	8-30-17	
	Break—Semester			8-31-17	9-4-17
			Start Date	End Date	
Fall Semester 2017	1st 8-Week Period	Entire 8-Week Period	9-5-17	10-25-17	
		1 st 4-Week Period	9-5-17	9-30-17	
		2 nd 4-Week Period	10-2-17	10-25-17	
	Break—Mid-Semester			10-26-17	10-29-17
	2nd 8-Week Period	Entire 8-Week Period	10-30-17	12-20-17	
		3 rd 4-Week Period	10-30-17	11-25-17	
		4 th 4-Week Period	11-27-17	12-20-17	
	Break—Semester			12-21-17	1-7-18

			Start Date	End Date	
Spring Semester 2018	1st 8-Week Period	Entire 8-Week Period	1-8-18	2-28-18	
		1 st 4-Week Period	1-8-18	2-3-18	
		2 nd 4-Week Period	2-5-18	2-28-18	
	Break—Mid-Semester			3-1-18	3-4-18
	2nd 8-Week Period	Entire 8-Week Period	3-5-18	4-25-18	
		3 rd 4-Week Period	3-5-18	3-31-18	
		4 th 4-Week Period	4-2-18	4-25-18	
	Break—Semester			4-26-18	4-29-18
			Start Date	End Date	
Summer Semester 2018	1st 8-Week Period	Entire 8-Week Period	4-30-18	6-20-18	
		1 st 4-Week Period	4-30-18	5-26-18	
		2 nd 4-Week Period	5-29-18	6-2-18	
	Break—Mid-Semester			6-21-18	7-8-18
	2nd 8-Week Period	Entire 8-Week Period	7-9-18	8-29-18	
		3 rd 4-Week Period	7-19-18	8-4-18	
		4 th 4-Week Period	8-6-18	8-29-18	
	Break—Semester			8-30-18	9-3-18
			Start Date	End Date	
Fall Semester 2018	1st 8-Week Period	Entire 8-Week Period	9-4-18	10-24-18	
		1 st 4-Week Period	9-4-18	9-29-18	
		2 nd 4-Week Period	10-1-18	10-24-18	
	Break—Mid-Semester			10-25-18	10-28-18
	2nd 8-Week Period	Entire 8-Week Period	10-29-18	12-19-18	
		3 rd 4-Week Period	10-29-18	11-24-18	
		4 th 4-Week Period	11-26-18	12-19-18	
	Break—Semester			12-20-18	1-6-19
			Start Date	End Date	
Spring Semester 2019	1st 8-Week Period	Entire 8-Week Period	1-7-19	2-27-19	
		1 st 4-Week Period	1-7-19	2-2-19	
		2 nd 4-Week Period	2-4-19	2-27-19	
	Break—Mid-Semester			2-28-19	3-3-19
	2nd 8-Week Period	Entire 8-Week Period	3-4-19	4-24-19	
		3 rd 4-Week Period	3-4-19	3-30-19	
		4 th 4-Week Period	4-1-19	4-24-19	
	Break—Semester			4-25-19	4-28-19
			Start Date	End Date	
Summer Semester 2019	1st 8-Week Period	Entire 8-Week Period	4-24-19	6-19-19	
		1 st 4-Week Period	4-29-19	5-25-19	
		2 nd 4-Week Period	5-28-19	6-19-19	
	Break—Mid-Semester			6-20-19	7-7-19
	2nd 8-Week Period	Entire 8-Week Period	7-8-19	8-28-19	
		3 rd 4-Week Period	7-8-19	8-3-19	
		4 th 4-Week Period	8-5-19	8-28-19	
	Break—Semester			8-29-19	9-2-19

			Start Date	End Date	
Fall Semester 2019	1st 8-Week Period	Entire 8-Week Period	9-3-19	10-23-19	
		1 st 4-Week Period	9-3-19	9-28-19	
		2 nd 4-Week Period	9-30-19	10-23-19	
	Break—Mid-Semester			10-24-19	10-27-19
	2nd 8-Week Period	Entire 8-Week Period	10-28-19	12-18-19	
		3 rd 4-Week Period	10-28-19	11-23-19	
		4 th 4-Week Period	11-25-19	12-18-19	
	Break—Semester			12-19-19	1-5-20
			Start Date	End Date	
Spring Semester 2020	1st 8-Week Period	Entire 8-Week Period	1-6-20	2-26-20	
		1 st 4-Week Period	1-6-20	2-1-20	
		2 nd 4-Week Period	2-3-20	2-26-20	
	Break—Mid-Semester			2-27-20	3-1-20
	2nd 8-Week Period	Entire 8-Week Period	3-2-20	4-22-20	
		3 rd 4-Week Period	3-2-20	3-28-20	
		4 th 4-Week Period	3-30-20	4-22-20	
	Break—Semester			4-23-20	4-26-20
			Start Date	End Date	
Summer Semester 2020	1st 8-Week Period	Entire 8-Week Period	4-27-20	6-17-20	
		1 st 4-Week Period	4-27-20	5-23-20	
		2 nd 4-Week Period	5-26-20	6-17-20	
	Break—Mid-Semester			6-18-20	7-5-20
	2nd 8-Week Period	Entire 8-Week Period	7-6-20	8-26-20	
		3 rd 4-Week Period	7-6-20	8-1-20	
		4 th 4-Week Period	8-3-20	8-26-20	
	Break—Semester			8-27-20	8-30-20
			Start Date	End Date	
Fall Semester 2020	1st 8-Week Period	Entire 8-Week Period	8-31-20	10-21-20	
		1 st 4-Week Period	8-31-20	9-26-20	
		2 nd 4-Week Period	9-28-20	10-21-20	
	Break—Mid-Semester			10-22-20	10-25-20
	2nd 8-Week Period	Entire 8-Week Period	10-26-20	12-16-20	
		3 rd 4-Week Period	10-26-20	11-21-20	
		4 th 4-Week Period	11-23-20	12-16-20	
	Break—Semester			12-17-20	1-3-21

UNIVERSITY INFORMATION

VISION STATEMENT

The vision of Herzing University is to be the preferred career-oriented university of students, employers, and employees.

MISSION STATEMENT

It is the mission of Herzing University to provide high-quality undergraduate and graduate degrees and diploma programs to prepare a diverse and geographically distributed student population to meet the needs of employers in technology, business management, healthcare, design, and public safety. Career-oriented degree programs include a complementary and integrated general education curriculum established to stimulate students' intellectual growth, to contribute to their personal development, and to enhance their potential for career advancement.

INSTITUTIONAL GOALS

Herzing University fulfills its mission by actively pursuing the following institutional goals:

1. To provide and promote a stable, self-perpetuating climate in which ethical behavior and community service are valued and where students and employees are challenged to excel and develop their talent.
2. To recruit and provide admissions assistance for all qualified students, resulting in access to Herzing University's career-oriented higher education programs.
3. To develop and provide effective career-oriented higher education programs consisting of technical curricula that focus on skills sought by employers.
4. To develop and provide general education curricula designed to enhance students' analytical, oral, and written communication skills as well as stimulate their intellectual growth and personal development.
5. To develop and provide services to students that will enrich their educational experience and enhance their opportunity to achieve their career goals.
6. To periodically evaluate, revise, and improve the University's key programs and processes to ensure continual progress toward attainment of the institutional goals.

EDUCATIONAL PHILOSOPHY

The Herzing University educational philosophy is based upon the premise that higher education can enhance an individual's capacity to attain personal and career goals. The Herzing University programs balance the teaching of skills that are required of graduates in order to succeed in technical, business, allied health, and public safety careers with the general education fundamentals that will prepare them to think analytically, communicate effectively, and advance professionally and personally.

This philosophy flows from the University's Institutional Mission Statement and is more specifically addressed by Institutional Goals number three and four and the strategies, indicators, and measures associated with those institutional goals. In order to implement its educational philosophy, the University has identified the following educational objectives:

1. Stimulate students' intellectual inquiry.
2. Impart "state-of-the-industry" technical competence that can be applied by students in the workplace.
3. Develop students' written and oral communication skills.
4. Develop students' participation and leadership capabilities.
5. Develop attitudes and general knowledge within students that will assist them to grow and become successful.

INSTRUCTIONAL METHODOLOGY

The Herzing University instructional methodology is aligned with the University's educational philosophy and is based upon the premise that the relationship with each student is one of fairness, honesty, impartiality, and sincere interest and concern for the growth and development of the student. Instruction is structured to provide the necessary theory and practical application through teacher-led classroom and laboratory sessions as well as web-based distance learning and independent and group learning activities. A variety of instructional methods and techniques are used to help students achieve their goals.

1. Stimulate Intellectual Inquiry.
 - a) Activities appropriate to the content of the course will be conducted to stimulate intellectual inquiry, encourage critical thinking, arouse academic curiosity, and promote cognitive development.
 - b) Students will be expected to research and study topics and issues that are either assigned or self-generated through individual effort and determination.
 - c) An atmosphere within the University will be maintained that will foster academic freedom and stimulate intellectual curiosity.
2. Impart Technical Knowledge.
 - a) Assignments will be reviewed in class after the due date of the assignment.
 - b) Student knowledge will be tested periodically to determine the individual level of understanding.
 - c) Appropriate laboratory exercises will be assigned to reinforce the lecture portion of the course.
 - d) A final project or case study will be assigned (where appropriate) to reinforce the major topics of the course. This project can be a written or oral report, depending on the nature of the assignment.
 - e) Students in appropriate courses will be assigned a topic from the course material to research and present in a report to the class.
 - f) Tutorials, videotapes, computer-based training materials, and/or mentoring will be available to complement the course content.
 - g) All assignments, projects, case studies, tests, and examinations will be graded according to the performance objectives and content as stated in the course outline as well as for correct grammar, spelling, and punctuation.
3. Develop Oral and Written Communication Skills.
 - a) A final project or case study will be assigned (where appropriate) to reinforce the major topics of the course. This project can be a written or oral report, depending on the nature of the assignment.
 - b) All assignments, projects, case studies, tests, and examinations will be graded according to the performance objectives and content as stated in the course outline as well as for correct grammar, spelling, and punctuation.
 - c) Students in appropriate courses will be assigned a topic from the course material to research and present in a report to the class.
 - d) Role-playing is an effective teaching technique and will be used when applicable.
 - e) Students will be encouraged to participate in discussions, ask questions, and respond to questions.
4. Develop Team Participation and Leadership Capabilities. Students will be given an opportunity to work in teams so that team-building, leadership, and communications skills are developed. Students will be assigned to group projects or case studies in each course with content appropriate for this exercise.
5. Develop Appropriate Attitudes and General Knowledge for Success in the Public and Private Sectors.
 - a) Projects, case studies, and/or other activities will be assigned that will require use of the library and Internet resources for research.
 - b) Resource people from the business community and the public sector will be brought into the classroom to relate their experience and provide real-world examples to reinforce course content.
 - c) Attendance and appropriate attire will be expected of all students.
 - d) Personal development courses have been included in bachelor- and associate-level programs as well as most diploma programs.
6. General education courses are included in bachelor- and associate-level programs to broaden students' educational experience, provide for the development of analytical and critical thinking skills, and promote intellectual inquiry.

UNIVERSITY HISTORY

Herzing University had its beginning in 1965 when it started as a computer training institute in Milwaukee, Wisconsin. In 1970 the name was changed to Herzing Institute, and the organization began to grow through the acquisition of other schools. These included the Wisconsin School of Electronics in Madison, Wisconsin, which has a history dating back to 1948. Later, the Milwaukee location was closed in favor of the Madison location, but the system headquarters has remained in Milwaukee. The name of the school was changed to Herzing College in 1996, and the institution has grown to eleven campuses plus an online division. With the addition of graduate programs, the name was changed to Herzing University in 2009.

FINANCIAL CONDITION

Individuals seeking information about the financial viability of Herzing University may contact Mr. David Brzeczowski, Corporate Secretary/Controller, Herzing, Inc., 525 North 6th Street, Milwaukee, Wisconsin 53203.

STATEMENT OF GOVERNANCE

Herzing University is a proprietary, coeducational university licensed to award master of science degrees, bachelor of science degrees, associate of science degrees, associate of applied science degrees, and diplomas. The university is a division of Herzing, Inc., a Wisconsin corporation.

Board of Directors

Chairman	Joseph Froehlich
Director	Lynn Bardele
Director	Alex Bell
Director	Henry Herzing
Director	Renée Herzing
Director	Suzanne Herzing
Director	William Rootham
Director	Patricia Todus
Director	Ava Youngblood

Executive Committee

President	Renée Herzing, M.B.A.
Chancellor	Henry Herzing, Ph.D. (hc)
Online President and Vice President of E-Learning	Todd Rickel, Ph.D.
Vice President of Academic Affairs and Institutional Effectiveness.....	William Getter, D.P.A.
Vice President of Admissions.....	Frank Cianciaruso, M.B.A.
Vice President of Compliance and Student Services	Jackie Curtis, M.B.A.
Vice President of Finance/Chief Financial Officer.....	Ryan O'Desky, B.S., C.P.A.
Corporate Secretary/Controller.....	David Brzeczowski, B.S., C.P.A.
Vice President of Information Technology/Chief Information Officer.....	Nigel Longworth, M.S.
Vice President of Operations.....	R. Brian Olson, M.B.A.

KEY SYSTEM ADMINISTRATORS

Director of Admissions Training and Compliance.....	Monica Beere, M.B.A.
Regional Director of Admissions	Todd LaSota, M.B.A.
Director of Alumni Support.....	Jennifer Hoepner, B.A.
System Director of Career Development.....	Kay Eilers, M.S.
Director of Development and Community Relations.....	Amy Chastek, M.B.A.
System Director of Educational Funding	Amy Christen, M.A.
Director of Enterprise Learning.....	Jody Lindquist, M.S.M.
Director of Faculty Development.....	John Baun, Ph.D.
Manager of Human Resources/Internal Development	Carol Emmel, M.S., B.S.
Director of Institutional Research.....	Eric Siegel, Ph.D.

Senior Systems Librarian..... Beth Huwe, M.S.
 System Director of Registration Jessica Fager, B.A.

CAMPUS ADMINISTRATORS

Online Campus

Online President and Vice President of e-Learning Todd Rickel, Ph.D.
 Vice President of Academic and Regulatory Affairs Elainea Guerrette, M.S.
 Vice President of Education..... TBD
 Academic Dean for Graduate Education..... Elainea Guerrette, M.S. (interim)
 Academic Dean for Undergraduate Education..... Kelly May, M.B.A., M.A.O.M.
 Dean of Continuing Education Karl Olson, M.I.S.M.
 Department Chair Graduate Business Edward Balli, D.B.A.
 Department Chair Graduate Nursing..... Jan Noles, Ph.D., R.N., F.N.P.-B.C., F.A.A.N.P.
 Director of Academic Services..... TBD
 Vice President of Enrollment Management..... Ben Nirschl, M.B.A.
 Director of Admissions..... Eric Reeves, B.S.
 Director of Customer Service..... Shaun Kempf, B.A.
 Director of Educational Funding..... Kevin McShane, M.B.A.
 Director of Registration..... TBD
 Director of Student Affairs Mike Gerlach, B.A.
 Director of Student Services and Career Development Kurt Bergland, M.A.
 Campus Online Liaison Coordinator..... Kate Oscarson, M.B.A.
 Director of Military Education Donnie Reeves, M.B.A.
 Director of Business Operations..... Veronica Hatch, M.B.A.
 Director of Student Accounts Mike Sulger, B.B.A.

GRADUATE FACULTY

* = Adjunct

Wendy Achilles, Associate Professor* Ph.D. (Business and Accounting), Virginia Commonwealth University
 M.S.A. (Accounting), East Carolina University
Ali Amjad, Associate Professor* Ph.D. (Environmental and Energy Management), George Washington University
 M.S. (Engineering), George Washington University
Natasha Billups, Associate Professor* D.H.Sc. (Health Science), Nova Southeastern University
 M.S. (Health Services Administration), Central Michigan University
Cynthia Bostick, Associate Professor* Ph.D. (Nursing), University of Colorado
 M.S. (Nursing), University of Texas
Vaughn Burch, Associate Professor* Ph.D. (Organizational Management), Capella University
 M.S. (Information Systems Management), Golden Gate University
Shannon Burton, Associate Professor* Ph.D. (Education), Capella University
 M.B.A. (Business Administration), Capella University

Bari Courts, Associate Professor* Ph.D. (Organization and Management), Capella University
.....M.B.A. (Management), University of Cincinnati

Bashar Elkhatib, Associate Professor*D.B.A. (Business Administration), California Southern University
.....M.S. (Information Systems Management), Ferris State University

Mark Ellis, Associate Professor*Ph.D. (Organization and Management With Leadership Specialization), Capella University
..... M.B.A. (Business), Regent University

Gary Hanney, Associate Professor*D.B.A. (Management), Argosy University
.....M.B.A. (Business), Wayland Baptist University

Eva (Henriette) Hvingelby, Associate Professor*Ph.D. (Human Development), Fielding Graduate University
.....M.S.N. (Nursing), University of California

Betty Joubert, Associate Professor*D.H.A. (Health Administration), M.S. (Nursing), University of Phoenix

Dennis Mathern, Associate Professor*Ph.D. (Education Administration), M.B.A. (Business Administration), Bowling Green State University

Anne Nelson, Associate Professor*D.B.A. (Business Administration), Nova Southeastern University
.....M.B.A. (Business Administration), Averett University

Alina Payne, Associate Professor*Ph.D. (Applied Management and Decision Sciences), Walden University
..... M.A. (Business Management), Webster University

Armando Salas-Amaro, Associate Professor* D.B.A., University of Phoenix
.....M.A. (Business Administration), St. Thomas University

Gigi Smith, Associate Professor*Ph.D. (Management), Colorado Tech University
.....M.B.A. (Business Administration), National University

Ted Sun, Associate Professor*Ph.D. (Management), University of Phoenix
.....M.B.A. (Business Administration), Ohio State University

Laura Wallace, Associate Professor* Ph.D. (Adult Education), Capella University
.....M.S. (Nursing), University of Minnesota

Chika Wonah, Associate Professor*Ph.D. (Management), University of Phoenix
.....M.B.A. (Management Information Science), University of Alabama



ACCREDITATION

Herzing University is accredited by the Higher Learning Commission and is a member of the North Central Association. For further information, The Higher Learning Commission can be contacted by phone at (800) 621-7440 or on the Commission's Website: www.ncahlc.org.

LICENSES

Herzing University is authorized to offer its graduate educational programs by the following state boards:

State of Wisconsin Educational Approval Board
30 West Mifflin Street
P.O. Box 8696
Madison, Wisconsin 53708-8696
(608) 266-1996

Further information may be obtained by contacting the Board.

Herzing University is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Registration does not mean that credits earned at the institution can be transferred to all other institutions.

Minnesota Office of Higher Education
1450 Energy Park Drive, Suite 350
St. Paul, Minnesota 55108
(651) 642-0533

Further information may be obtained by contacting the Office.

APPROVALS

The university has the following authorizations or approvals:

- Authorized under federal law to enroll non-immigrant alien students
- Approved for the training of veterans
- Approved for the training of vocational rehabilitation students

MEMBERSHIPS

The university holds memberships in the following organizations:

- Alpha Beta Kappa Honor Society Alpha Omega Chapter
- Association of Private Sector Colleges and Universities
- Better Business Bureau
- Chamber of Commerce
- National Association of Colleges and Employers
- National Association of Student Financial Aid Administrators
- Service Members Opportunity College
- State Association of Student Financial Aid Administrators
- State College Placement Associations
- State Private School Associations
- University Continuing Education Association

ADVISORY BOARDS

Advisory boards at each Herzing University have been established to provide input on curriculum content. Members of the advisory boards are professionals from a variety of local businesses. Their input and recommendations help ensure Herzing University offers educational programs that correspond with the skills and training required in today's competitive job market.

ACCOMMODATIONS FOR THE DISABLED

It is the policy of Herzing University to comply with the provisions of the Americans with Disabilities Act (ADA). The ADA prohibits discrimination against qualified individuals with disabilities on the basis of their disability. The ADA provides, in part, that qualified individuals with

disabilities shall not be excluded from participating in or be denied the benefits of any program, service, or activity offered by the University. The ADA requires that all programs, services, and activities, when viewed in their entirety, be readily accessible to, and usable by, qualified individuals with disabilities. Students with disabilities who wish to request an accommodation under the ADA should contact the campus ADA Accommodations Coordinator, who serves as the disability coordinator for the campus.

LIBRARY RESOURCES

Herzing University provides library resources to students in the graduate programs through an easily accessible electronic collection along with professional library staff available to assist with reference and research inquiries.

The electronic collection includes over 40 general interest and specialized databases containing millions of items. A variety of resources such as academic journals, eBooks, magazines, newspapers, reference materials, video and audio files, transcripts, and more, are included. All electronic resources are accessible 24/7 through the University's online learning system. Many of these resources are provided through the University's library membership in the Library and Information Resources Network (LIRN). After matriculation, students are provided with user names and passwords that enable them to access the learning resources.

In addition to the electronic collections, access is provided to the Herzing University network of campus libraries' collections of books and periodicals, through which borrowing arrangements may be made.

Herzing University online students also have access to services offered by the library, including consultation with a professional librarian. These services are available via e-mail and phone, where a staff member will assist with research and provide instruction and support in using a variety of resources. In addition to the research collections, guides, tutorials, and other materials are available through the electronic library to support students with their research projects.

CHANGES TO THIS CATALOG

Curriculum, policies, and other matters discussed herein are subject to change at the discretion of the University. However, curriculum will not be changed to require existing students to take more credits to graduate.



ADMISSION INFORMATION

GRADUATE ADMISSION CRITERIA

Admission into graduate studies at Herzing University will be based on the following criteria:

1. Bachelor Degree: Prospective graduate students must have completed a bachelor's degree from an accredited college or university.
2. Grade Point Average (GPA): Prospective graduate students must have achieved a program grade point average (PGPA) of 2.70 or better for all undergraduate and graduate courses attempted, as evidenced by an official transcript from each college or university attended.
3. Interview: Prospective graduate students must complete an interview with the graduate program chair or a Herzing University admissions representative.

CONDITIONAL ACCEPTANCE

The prospective student must sign a "Statement of Understanding Regarding Conditional Acceptance" acknowledging the requirement that the student must first earn a grade of B or better in the first two courses attempted before being granted full acceptance. Failure to meet this requirement will result in permanent dismissal from the program.

ADMISSION PROCEDURES

Prospective students are expected to complete a Personal Information Record and interview with a Herzing University admissions advisor. The advisor will provide information about programs, start dates, student services, and employment opportunities for graduates. Once all admission requirements have been fulfilled, the advisor will generally invite the prospective student to submit an Application Completion Form for admission to the University. The applicant will be notified in writing of the action taken by the University with respect to his/her application. When an application has been accepted, the applicant must establish appropriate financial arrangements and complete the necessary documentation. Once the applicant has completed these arrangements, signed a University Enrollment Agreement, and paid an enrollment fee, the applicant will be considered an enrolled student and will be automatically registered for appropriate classes. Students do not have to register for classes; the University will schedule students for the applicable courses in each academic period based upon their program of study. Students will have the right to request adjustments to their schedule, and these requests will be accommodated whenever possible.

Application for admission is on a continuous basis; however, those who apply first are accepted first, and enrollment is limited. No one will be admitted to class after the second day of the class unless approved by the Academic Dean and the Campus President.

ADMISSION APPLICATIONS

Although it is preferable for a prospective student to visit Herzing University to complete a Personal Information Record and an Application Completion Form, these documents may be obtained in the following ways:

1. Call the University to request the forms.
2. E-mail the University to request the forms.
3. Complete the forms on the University Website (www.herzing.edu).

INTERNATIONAL STUDENT ADMISSION

Herzing University is authorized by the U.S. Bureau of Citizenship and Immigration Service (BCIS) to accept and enroll non-immigrant students.

In order to be issued an I-20 authorization from the University, non-immigrant applicants must meet the University's general admissions requirements and provide the following documentation:

1. A certified copy of the high school transcripts, college transcripts, or the equivalent documents. Diplomas and supporting transcripts not written in English must be accompanied by a certified English translation.
2. ACT/SAT scores or transcripts indicating prior post-secondary coursework deemed appropriate for placement into the intended program. Successful completion of an entrance evaluation administered with examination scores deemed appropriate by Herzing University (the evaluation scores also determine if developmental course(s) are needed).
3. A notarized statement of financial support or a certified government sponsor letter indicating that tuition will be paid in advance of each academic period (tuition for the first two semesters must be paid upon enrollment) and that all necessary living expenses for the international applicant will be provided. (Form I-134 may be used and is available online from the BCIS.)

4. Proof of English-language proficiency through any one of the following:
 - a. A score of 500 or higher on the paper-based TOEFL.
 - b. A score of 173 or higher on the computer-based TOEFL.
 - c. A score of 61 or higher on the internet-based TOEFL.
 - d. A score of 5.0 or higher on the IELTS.
 - e. Documentation of successful completion of an intermediate English course from a designated ESL center.
 - f. Documentation of successful completion of secondary studies (i.e., high school level) in English (a minimum of four years).
 - g. Documentation of successful completion of post-secondary studies (i.e., college level) in English (a minimum of 12.00 semester hours).

Herzing University is also authorized to accept and enroll international applicants currently attending other U.S. institutions who wish to transfer. In addition to providing the items listed above, transfer applicants must do the following:

1. Notify their current institution of their intent to transfer.
2. Submit to Herzing University the I-20 issued by the school from which they are transferring in order to have Herzing University issue a new one.
3. Return the newly issued I-20 to Herzing University prior to attending classes.

Note: International students can not receive U.S. federal financial assistance, nor can they work legally in the United States without permission from the BCIS. The level of career development offered to international students/graduates will vary and will depend on the employment opportunities permitted by applicable law and/or on the students'/graduates' visas. Herzing will provide career-planning strategies if requested by international students. Applicants applying from abroad should check with their consulate or embassy for other pertinent requirements or restrictions.

SPECIAL STUDENTS (ADMISSION OF INDIVIDUALS NOT SEEKING DEGREES/DIPLOMAS)

A “Special Student” is a student enrolled for courses not leading to a recognized credential degree or diploma. Applicants not seeking a degree/diploma must complete a Personal Information Record and an Application Completion Form and meet the general entrance requirements for the University except for special circumstances approved by the Academic Dean. In addition, the applicant must meet specific program criteria (if any) for a technical course related to a program major. The university may waive prerequisites for technical courses when appropriate prior education or experience can be shown. If space is available, the applicant will be accepted as a Special Student. The applicant must pay for the course(s) desired, complete all applicable forms, sign a college enrollment agreement, and pay the required enrollment fee. Special Students who apply for and are admitted to a degree/diploma may have credits transferred to the degree or diploma program for courses they have satisfactorily completed as a Special Student. Special Students are not eligible for employment assistance or financial aid.

UNDERGRADUATE STUDENTS TAKING GRADUATE COURSES (DUAL ENROLLMENT)

Undergraduate students within 36.00 semester credit hours of graduation from a bachelor's program may take up to 2 graduate courses (6.00 semester credit hours), and the courses will count as both electives in the bachelor's program and toward the requirements of the master's program (if the student is later accepted and enrolls in the master's program). To be eligible, students must have a minimum undergraduate grade point average of 2.70 at the time of registration.

READMISSION/REENTRY

A student who withdraws or is terminated from the University may apply for readmission or reentry. However, if a student has been terminated for lack of satisfactory academic progress, the student will be required to appeal to the Satisfactory Academic Progress Committee (refer to “Appeal Procedures”). Any student applying for readmission/reentry will be required to sign a new enrollment agreement, and all financial obligations from previous enrollment periods must be resolved prior to readmission/reentry. In order for a student to be readmitted in the same program, the student generally must have been making satisfactory progress at the time of withdrawal or termination. A student may reenter only twice if the student did not receive academic credit for the courses attempted immediately prior to withdrawal. Caution: Students are advised that the availability of courses required may be more difficult to arrange if they have interrupted their program.

The University also reserves the right to modify curriculum for all programs, and reentering students are required to meet all program requirements existing at the time of their reentry. Certain programs may include additional stipulations for readmission/reentry, and students should reference specific application materials for these programs when considering program withdrawal or reapplication.

CONTINUING STUDENTS

Continuing students who are making satisfactory academic progress and are current in their financial obligations to the University are automatically scheduled for future classes in their program of study. Adjustments may be made in consultation with the Registrar and Academic Dean based upon the Add/Drop Policy. Adjustments to schedules may affect the expected graduation date.

NEW STUDENT ORIENTATION

Herzing University's new student orientation online tutorial helps entering students prepare for college. It also enables students to become acquainted with Herzing University and its services. Students will have the opportunity to review important college policies and procedures. The University will send each enrollee a notification announcing the time and date of the new student orientation online tutorial.

NONDISCRIMINATION

Herzing University, in recognition of its responsibility to its students, its faculty and staff, and the community it serves, reaffirms its policy to assure fair and equal treatment in all of its admission practices for all persons. We will not discriminate on the basis of race, color, religion, sex, marital status, sexual orientation, age (except as mandated by state law) or national origin, nor against any qualified individual with a disability. Herzing University will not discriminate against any applicant for admission who is known to have a bloodborne infectious disease. Herzing University has no requirement for mandatory testing for bloodborne infectious diseases.

For further information or inquiries regarding Herzing University's nondiscrimination policy, please contact Human Resources, 525 North 6th Street, Milwaukee, Wisconsin 53203; telephone: 414-271-8103, extension 01587.

TRANSFER OF CREDITS FROM OTHER COLLEGES AND UNIVERSITIES

Applicants desiring to transfer to Herzing University's graduate programs from other colleges or universities must have official transcripts sent to Herzing University, W140 N8917 Lilly Road, Menomonee Falls, WI 53051. It is standard procedure for Herzing University to receive official transcripts before starting classes. Transcript review is typically completed during the admission process but must be finished by the end of the first eight weeks after matriculation. Herzing University accepts up to nine (9) degree-relevant credits or course exemptions for transfer into its graduate degree programs. Transfer credits must originate from an accredited college or university recognized by the United States Department of Education. Herzing University focuses attention on relevant coursework and restricts transfer credits at the graduate level to the immediate past seven (7) years. Final approval is reserved for the Graduate Dean.

To receive credit for any course taken elsewhere, the following applies:

1. The course for which credit is being sought must have been taken at an accredited post-secondary institution and must be comparable to the course at Herzing University for which transfer credits are being sought.
2. The student must have earned a grade of at least a "B" or better in that course.
3. The proper authorities at Herzing University must receive the official transcript.

A catalog or official description of the course from the previous college is needed. As always, the acceptance of transfer credit is entirely at the discretion of the receiving college. In addition to the grade received, the length of time since the course was taken will be considered.

Once an individual matriculates as a Herzing University student for the first time and his/her prior college work has been evaluated for transfer, all future coursework must be completed at Herzing University for it to apply to any degrees awarded by Herzing University.

TRANSFER OF CREDITS TO OTHER COLLEGES AND UNIVERSITIES

The decision to accept credit from another institution is entirely at the discretion of the receiving institution. Students should check with the school to which they desire to transfer regarding the credit they will transfer. In the absence of an articulation agreement between Herzing University and another institution, no one at Herzing University can represent that specific credits will transfer anywhere. A list of the institutions, if any, with whom Herzing University has articulation agreements is available in the administrative office of the University.

ACADEMIC INFORMATION

GRADUATION REQUIREMENTS—GRADUATE PROGRAMS

The requirements for graduation are as follows:

1. Program grade point average of 3.00 or higher in the courses applicable to the student's program.
2. Completion of the required number of credit hours and achieving a passing grade in all required courses.
3. Meet all terms of the Satisfactory Academic Progress policy (see Graduate Standards of Satisfactory Progress), including rate of progress of required program courses.
4. Other requirements may be included under program descriptions.

ACADEMIC LOAD

A graduate student's status is determined by the number of credits they are taking in a semester. The chart below defines the minimum academic load requirement per semester and the associated academic status.

Minimum Number of Credits (Academic Load)	Student Status
8.00 credits	Full-time
6.00 credits	Three-quarter time
4.00 credits	Half-time

ONLINE EDUCATION

Herzing University offers its graduate courses and graduate programs of study that lead to credentials in an online format. The number of courses and programs offered in this format is expected to increase.

The full programs offered include:

- ♦ Master of Business Administration
- ♦ Master of Business Administration in Accounting
- ♦ Master of Business Administration in Business Management
- ♦ Master of Business Administration in Healthcare Management
- ♦ Master of Business Administration in Human Resources
- ♦ Master of Business Administration in Marketing
- ♦ Master of Business Administration in Project Management
- ♦ Master of Business Administration in Sustainability Management
- ♦ Master of Business Administration in Technology Management
- ♦ Master of Business Administration—Dual Concentration Option
- ♦ Master of Science in Nursing With a Concentration in Family Nurse Practitioner
- ♦ Master of Science in Nursing with a Concentration in Nursing Education
- ♦ Master of Science in Nursing with a Concentration in Nursing Management

Please check our Online Education Website (www.herzingonline.edu) for a current listing.

Criteria for Participation

The criteria that must be met by currently enrolled Herzing University students for admission to an online course are:

1. The student must have all of the appropriate technology (e.g., hardware and software) available to him/her as well as a technology backup plan. Current requirements can be found on Herzing University's Online Education Website: <http://www.herzingonline.edu/admissions/technology-requirements>.
2. The student must have appropriate computer skills (e.g., keyboarding and word processing).
3. The student must complete an online orientation session prior to starting their online course.

Student Services

Herzing University students who participate in an online course or program are eligible for any/all student services offered by the University. These services typically include financial aid for those who qualify, employment assistance, academic advising, tutoring programs, and learning resources.

These services will be provided to the student electronically, through use of e-mail or referrals to Internet websites, or telephonically. Students are linked to some of these services, such as financial aid, on Herzing University's Online Education Website located at <http://www.herzingonline.edu/admissions/technology-requirements>.

Learning resources are available to online students through the library links in the Herzing University online learning system. After admissions requirements are met and satisfactory financial arrangements are made, online students will be provided with user names and passwords that enable them to access the learning resources. If a student has difficulty in accessing or navigating the library resources, he/she will be able to contact the librarian for assistance. Assistance will be provided electronically via e-mail or over the telephone as needed. Online students may also contact the Tutoring and Writing Center (TWC) for assistance with understanding course materials via a link in each online course.

Technical support can be contacted by calling (866) 350-5017 or by e-mailing support@onl.herzing.edu.

Method of Instruction

Instructional methods may include: lecture in written, audio, and video forms; presentations; small group discussions; small group presentations; online audio conferencing; electronic blackboard; threaded discussion; online chat; peer critiques; and e-mail. Online students are expected to log on several days per week and should expect to spend about six (6) hours per week (over a 7½-week period) in their studies for each credit hour enrolled. This would include reading, researching, and writing papers, doing projects, completing exercises, studying, and reflecting on the course material as well as the time spent on the computer participating in discussion threads, reviewing online course materials, taking tests, and uploading/downloading materials. The time devoted to classes scheduled for other than 7½-week periods would adjust proportionately.

GRADING POLICIES

Grade Scale

In most cases, letter grades are awarded as shown below, unless a different scale is outlined in a specific course syllabus.

<u>Letter Grade</u>	<u>Quality Points</u>	<u>Percentage Range</u>
A	4.00	93-100
A-	3.75	90-92.99
B+	3.25	87-89.99
B	3.00	83-86.99
B-	2.75	80-82.99
C+	2.25	76-79.99
C	2.00	70-75.99
F	0.00	Anything below the minimum passing grade for the course

<u>Letter Grade</u>	<u>Explanation</u>
W	Withdrawal Prior to the Mid-Point of the Course
I	Incomplete
TR	Transfer
EX	Exempt
AU	Audit
P	Pass
F	Fail

Minimum Passing Grade

The minimum passing grade in most graduate courses at Herzing University is a C (70%). Other courses may have other specific minimum passing grades, in which case they will be outlined in the course syllabus. When the minimum passing grade is not achieved, a grade of F is assigned.

Incompletes

A grade of Incomplete (I) will be given to a student only in cases where the student is not able to complete the work for a course due to extenuating circumstances. It is only given with the permission of the Academic Dean. If the "I" is not removed and replaced with the actual grade earned within two class weeks after the start of the next academic period, it will automatically be replaced with the grade of "F," and the course will have to be repeated if required for graduation.

Transfer Grades

A grade of Transfer (TR) will be given to a student denoting credits allowed toward completion of a program based on completion of transferable work at another post-secondary institution. (See "Transfers of Credits From Other Colleges and Universities.") No more than 75% of a student's credits toward a degree/diploma may be transferred to the University. A grade of (TR) is not calculated into the grade point average.

Exemption Credit

Students who have completed an undergraduate major or minor in business may be exempted from MBA 500.

Withdrawals

A grade of Withdrawal (W) will be given to a student withdrawing prior to the midpoint of any course. A "W" will not be calculated into the grade point average but will be counted as a course attempted. As such, it can affect a student's satisfactory progress. Refer to the "Standards of Satisfactory Progress" section of this catalog for more information. Following the midpoint of the course, a letter grade must be assigned.

Pass/Fail

A grade of Pass (P) will be given to a student who successfully completes any developmental education courses and may be assigned in other courses in rare circumstances. Academic credit will be earned; however, a "P" will not be calculated into the grade point average. For any course other than developmental courses, a "P" will be counted as a course attempted and a course completed for purposes of calculating a student's pace toward completing the program for satisfactory academic progress.

Grade Point Average

Each grade is assigned a numerical value on a 4.00 system, as shown under quality points in the preceding chart. In order to determine a student's program grade point average, the credit hours for each course are multiplied by the quality points for the grade earned in the course. The total number of points, as calculated, is then divided by the total number of credits to obtain the program grade point average. A sample calculation is shown:

Course	Grade	Quality Points	Credits	Total Points
MBA 615 Marketing	B	3.00	3.00	9.00
MBA 645 Finance	C	2.00	3.00	6.00
MBA 651 Entrepreneurship	B	3.00	3.00	9.00
MBA 690 Strategic Planning	A	4.00	3.00	12.00
TOTALS			12.00	36.00

The sum of 36.00 total points divided by 12.00 credits gives a program grade point average of 3.00. In the case of a course being repeated, the second grade earned is used to determine the program grade point average.

ADDITIONAL COURSEWORK

Other University courses may be selected outside a student's program of study within this catalog (with the approval of the Academic Dean) for which the student has the appropriate prerequisite. Any additional coursework taken will count as attempted courses for purposes of satisfactory academic progress.

ACADEMIC AWARDS—SEMESTER AWARDS

Students who complete 6.00 or more semester credit hours within a semester and achieve a semester grade point average of 3.80 will be placed on the Dean's List, and those achieving a semester grade point average of 4.00 will be placed on the President's List. Other semester awards may be available for students to apply for. Please contact your campus for additional information.

SERVICE QUALITY ASSURANCE

Herzing University is committed to the complete satisfaction of our students and their employers. We pride ourselves in providing a quality, student-centered educational experience that successfully prepares our graduates for employment. We offer the following written service quality assurance to our valued student and employer customers.

Assurance to Students

A Herzing University student may retake any course that he or she is dissatisfied with at no additional charge for tuition provided the student completed and passed the course with a “B” or better, demonstrated compliance with the stated attendance policy for the course in question, is not in default on his/her student loan(s), and is current in financial standing with the University.

Assurance to Employers

If an employer feels a Herzing University graduate is not functioning satisfactorily in a job reasonably related to his or her program of study that had been completed within the last 12 months, Herzing University will allow the student to retake any course offered in the student’s completed curriculum without tuition cost to the student or the employer.

Notes on the Service Quality Assurance Policy

1. For employers, a phone call or letter to the Department of Career Development, the Academic Dean, or Campus President/Director will be sufficient to allow students to repeat any course(s) that the employer believes is/are necessary.
2. The student repeating a course will be expected to attend a class (on a space-available basis) offered in the University’s normal class schedule.
3. A student repeating a course will do so on an “audit” basis (i.e., no grade will be received, and the student’s academic performance will not affect his or her transcript).
4. A student repeating a course under the student assurance above must do so within 12 months of completing that course. Please note that the student is responsible for the purchase of books and materials.

CURRICULUM

As educational programs are modified and updated to meet the needs of the students and the community, the University may need, and has the right upon approval of appropriate entities, to change the course curriculum, schedules, prerequisites, and requirements or to cancel a course or program for which there is insufficient enrollment. The total number of credit hours required for graduation will not be increased for current students.

INSTITUTIONAL ASSESSMENT OF STUDENT ACADEMIC PERFORMANCE

Herzing University is committed to the continual improvement of its educational processes and programs. To accomplish this, the University periodically conducts an assessment of student academic outcomes. Consequently, students can expect to participate in academic outcomes assessment activities during their educational experience at the University.

The aggregated results of these assessment activities will be used exclusively to identify relative strengths and opportunities for improvement in the University’s educational processes and programs. The results for individual students will be kept strictly confidential, will not be maintained, and will not affect their academic standing in any way.

WITHDRAWAL

Withdrawals From Individual Courses

Students may voluntarily withdraw themselves from a course at any time by notifying the Academic Dean or Registrar. If a student has already attended or logged into the class he/she is wishing to drop, then the grade for the course will be based on the date the withdrawal is requested. If the request to withdraw from an individual course is before the midway point of the course, the grade assigned will be a “W.” If the request to withdraw from an individual course is after the midway point, the grade assigned will be an “F.” The midpoint of the course varies, depending on the length of the course. For example, in a four-week course, the midpoint of the course starts on the Monday of the third week. In an eight-week course, the midpoint of the course is the Monday of the fifth week. In a 16-week course, the midpoint of the course is the Monday of the ninth week.

The course letter grade will be included in the calculation of the student’s PGPA. A student who withdraws from a course does not get a tuition reduction. If a student completely withdraws from the University, the tuition reduction (if any) will conform to the refund policy of the University.

Withdrawal From University

A student may withdraw from Herzing University at any time by notifying the Academic Dean or Registrar. If the withdrawal occurs during an ongoing semester, the grade assigned to each course will be based on the student’s overall last date of attendance with the University. If the student’s overall last date of attendance is prior to the midway point of the course, then the grade assigned will be a “W.” If the student’s

overall last date of attendance is after the midpoint of a course, then a letter grade will be assigned. The University will withdraw a student if he/she fails to attend all their courses for a period of 14 days.

Withdrawal Due to Military Service Needs

Herzing University encourages military students to continue their education and assures them that the University will provide them with the highest level of commitment and support while they defend this great country and its allies. In keeping with the University's tradition of being a military-friendly institution, the following policies regarding military deployments and military exigencies have been adopted.

1. Herzing University, through its Online Campus, will make all reasonable efforts to make it possible for military students to continue their studies, even during deployments or other military commitments.
2. When military students on active duty (whether regular active duty, reserve, or National Guard members called to active service) must withdraw from one or more classes due to military deployment or other military exigencies, the University will waive the requirement that withdrawals be made prior to the midpoint of the course. In such cases, the student's grade will be recorded as a "W" (withdrawal) and will not count against the student's grade point average. Also, the University will scholarship any tuition or fees paid by the service member not covered by military tuition assistance. The requirement to withdraw due to the needs of the military must be verified in writing by the student's unit commander or designate. Military orders alone are not sufficient since, in many cases, deploying students desire and are able to continue their studies while deployed.
3. Should a military student in good standing with the University need to withdraw from the University entirely due to military commitments, the service member may return to the University in good standing at the beginning of any academic period convenient to the student. No time limits apply.

ADD/DROP PERIOD

The last two weeks of each semester are the add/drop period for the subsequent semester. A student may make changes to his/her schedule during this two-week period. Any changes made to a student's schedule after the end of the add/drop period may only be done with permission from the academic dean and may be subject to a schedule change fee, as outlined in each campus's fee schedule.

WARNING AND PROBATION

A student will be placed on warning if the student does not meet the standards of satisfactory progress (see the "Graduate Standards of Satisfactory Progress" section of this catalog) or exhibits other behavior that might result in the student being dismissed from the University. If the student does not meet the standards of satisfactory progress or other conditions of the warning by the end of one semester of warning, the student may be dismissed from the University or may lose eligibility for federal financial aid. When there are mitigating or extenuating circumstances, a student may appeal dismissal from the University and/or termination of eligibility for federal financial aid. A student readmitted to the University following appeal or reinstated on federal financial aid following appeal will be placed on probation. The conditions of the probation are specified in writing at the time of being placed on probation. Normally, the period of probation is one semester, but it may be longer if specified in an academic plan included in the conditions of probation.

ATTENDANCE POLICY AND PROCEDURES

Attendance Philosophy

The philosophy of Herzing University is that college is not only a place to learn technical and business skills and to develop academically, but also a place to develop important work habits. Important work habits include responsibility and reliability, and attendance is a major factor in both. Also, a student should understand that missing a class affects more than the individual student. It affects the class if the student has to ask questions regarding what was covered when he or she was not there, and it affects the instructor, who may have to assign make-up material or give other individual attention to the absentee. For that reason, and to avoid disruption to the educational process caused by erratic attendance, the University emphasizes attendance in all courses.

Withdrawals Due to Attendance

Herzing University is required to withdraw students from school after 14 consecutive calendar days of non-attendance. Attendance will be checked daily, and students not meeting the attendance policy will be withdrawn. Attendance will be monitored for all ground courses, online courses, and clinical courses. Herzing University breaks and official holidays are not included when counting the 14 days.

New Students

New students must attend/log into week two of courses in order to become **active** students. If a new student does not attend/log into a class in week two, his/her enrollment will be canceled. Week one is considered a trial period for new students only. A new student who attends/logs into week one but never attends/logs into week two will not become an **active** student, and his/her enrollment will be canceled.

Continuing Students

A continuing student is required to attend/log into courses by the end-of-day on Tuesday of the second week of a course, or they will be withdrawn as a non-returning student. If a student attends/logs into one class but not the other, the class not attended/logged into will be unregistered.

Reentries and Graduate Reenrolls

Reentries and graduate reenrolls are considered **active** once the student attends/logs into week one. The first week is not considered a trial period (as it is with new students). The attendance policy for continuing students will apply.

Students Attending Two or More Courses

If a student is enrolled in two or more courses during a given time period and attends/logs into one or more courses regularly but never attends/logs into one of the courses, the student will be unregistered from the course they never attended/logged into. If a student is enrolled in two or more courses during a given time period and stops attending/logging into one of the courses after attending or logging in at least one time, the student is not withdrawn from the course, as the 14-day rule only pertains to a student withdrawing from enrollment and not from individual courses as long as a student remains **active**.

Notification of Absences

As a courtesy, students are expected to inform their instructors or the office if they know they will have to miss a class. Students returning from an absence are expected to address missed material with the instructor outside of scheduled class hours.

Effect of Absences on Grading

Points will not be directly deducted from a student's academic average because of absences. However, students can expect tests, quizzes, or other graded assignments to be scheduled without notice during any given class session. If a student misses a test, quiz, or assignment because of an absence, the instructor is not obligated and will not normally allow a make-up quiz, test, or assignment. Extenuating circumstances will be taken into consideration when deciding if make-up work will be permitted.

Extenuating Circumstances

If there are extenuating circumstances (such as a documented health problem, a family emergency, jury duty, military reserve service obligations, etc.) that caused an absence or is expected to cause absences in the future, the student should contact his or her instructor or the Academic Dean immediately.

Graduation Awards

A student who has maintained perfect attendance throughout the entire program will have this fact appropriately noted on the graduation exercises program.

PROGRAM CHANGES

If a program change is desired, it should be made only at the end of the semester and only after consultation with the Academic Dean.

AUDITING COURSES

A course may be audited with the permission of the Academic Dean. All standard fees and tuition will apply unless the student has already received a master's degree from Herzing University. No grade will be assigned and no credit hours accumulated towards attempted courses, diploma, or degree requirements. Financial aid or veterans benefits may not be used for an audited course. Previous master's sdegree graduates may audit one course per calendar year at a reduced fee (see "Fee Schedule").

GRADUATE STANDARDS OF SATISFACTORY PROGRESS

The academic standards of satisfactory progress (SAP) apply to all graduate students at Herzing University, not just to those receiving financial assistance. SAP is determined by calculating the student's program grade point average and the student's rate of progression toward completion of the academic program. All periods of a student's enrollment at Herzing University are used in determining SAP. Satisfactory progress for all students is checked following the end of each semester of attendance.

Standards of Satisfactory Progress

A graduate student is considered not to be making satisfactory academic progress if he or she has not achieved and maintained the minimum standard of a 3.00 PGPA (program grade point average) or did not successfully complete (with passing grades) any of the courses taken in his or her first semester of enrollment.

Students must also remain on pace to complete their programs within a reasonable period of time. To calculate the pace at which a student is progressing, the number of program credit hours the student has successfully completed is divided by the program number of credit hours the student has attempted. Transfer credits are counted both as successfully completed and attempted when calculating pace. Incompletes, withdrawals, and failures will be counted as attempted credits in the pace calculation. Pace is measured at the end of each semester. To remain on pace, students must meet the following minimum completion of credits attempted at the respective evaluation checkpoints:

Evaluation Checkpoint	Minimum PGPA	Minimum Completion of Credits Attempted
End of each semester	3.00	67%

Students not remaining on pace to complete their programs within a reasonable period of time (as defined above) are placed on warning for a period of one semester. Students still not on pace to complete their program in a reasonable period of time at the end of a semester of warning are dismissed from the University.

Academic Warning

Students whose program grade point average (PGPA) is less than 3.00 or whose pace of satisfactory completion is less than 67% at the end of a semester are placed on warning for a period of one semester. Graduate students on academic warning who improve their PGPA to at least 3.00 and attain the minimum 67% cumulative completion rate by the end of the semester of warning are removed from academic warning. A student on academic warning may continue to receive assistance under Title IV, HEA programs for one semester.

Dismissal From the University for Lack of Satisfactory Academic Progress

A graduate student will be dismissed from the University for lack of satisfactory academic progress in the following circumstances:

- ♦ The student did not successfully complete (with passing grades) any of the courses taken in his or her first semester of enrollment.
- ♦ The student did not raise his or her PGPA to at least 3.00 by the end of a semester of academic warning.
- ♦ The student did not meet the 67% pace requirement by the end of the semester of academic warning.

Appeal of Dismissal

If mitigating or extenuating circumstances exist, students may appeal dismissal from the University by following the procedures outlined under "Appeal, Grievance, and Arbitration Procedures" in the Student Services Information section of this catalog.

Academic Probation Following Appeal

If a student who has appealed dismissal from the University is granted his or her appeal, the student will be reinstated to the University and will be placed on probation. The student must meet the conditions stipulated in the academic plan for the probation or again face dismissal from the University or termination of financial aid eligibility. Unless otherwise specified in the academic plan, a student on probation may receive Title IV, HEA program funds for only one semester.

STUDENT CONDUCT

The student is expected to be familiar with the University rules and regulations, as outlined in this catalog, as well as the student handbook. Because the administration believes university-level students should be offered the freedom of adulthood, the number of rules has been kept to a minimum. With freedom, however, comes the responsibility to behave in a manner consistent with the best interests of the student body. The university, therefore, reserves the right to suspend or to dismiss from the University any student at any time when such action is deemed by the administration to be in the best interest of the student body or the University. For example, the student may be dismissed for reasons including, but not limited to, the following:

1. Improper conduct
2. Improper dress
3. Intoxication
4. Disruptive behavior
5. Cheating of any type
6. Forgery of work or work study materials
7. Violation of local, state, or federal law

ACADEMIC DISHONESTY

Original Work, Cheating, Plagiarism, and Paraphrasing

The Herzing University Catalog addresses academic dishonesty in general in the “Student Conduct” section of the catalog. Original work, cheating, plagiarism, and paraphrasing are addressed in greater detail here.

When completing an assignment for a Herzing University course, students are expected to do original work for the assignment and not reuse work they may have done in previous courses or other settings unless specific prior approval is granted by the instructor.

Cheating is defined as “the giving or receiving of aid (whether written, oral, or otherwise) in order for a student to receive undeserved credit on classwork, homework, tests, or any other assignment that is his or her own responsibility.”

Plagiarism violates the central core of Herzing University’s educational philosophy. It involves stealing another person’s work and claiming it as one’s own. It occurs whenever one directly copies another person’s intellectual effort and integrates it into his/her classwork without giving proper credit to the author.

Paraphrasing is defined as “a restatement of a text or passage giving the meaning in another form” (*Webster’s New Universal Unabridged Dictionary*, 1996). When one paraphrases but intentionally omits authorship of the work, this, too, is a serious violation of academic honesty.

All Herzing University students have an individual responsibility to understand what cheating, plagiarism, and paraphrasing are. The student must also be aware that the consequences for cheating and plagiarism, or for paraphrasing without proper attribution, are severe. Whenever you have doubt about what constitutes cheating, plagiarism, or paraphrasing, contact your instructor. With the advent of the Internet, the potential for cheating by simply cutting and pasting information into a paper is tempting. Be aware that these dishonest activities will not be tolerated, and instructors have access to increasingly sophisticated search engines to “test” the validity of student work. Plagiarism, in particular, is easily traced.

Consequences and Sanctions

Herzing University will, upon finding that a student has violated its policies on Academic Dishonesty, enact the following:

1. For the first offense, the student may receive a zero on the assignment involved or a failing grade in the course. The student will be required to repeat the entire course if completion of a failed course is needed to graduate.
2. Upon a second offense, the student may be immediately and permanently expelled from the University.

Academic Appeal Process

The student is directed to the “Grievance/Complaint Procedure” and “Academic Appeal for Termination” sections of the Herzing University Catalog for information for petitioning the University to reconsider its action.

ACCEPTABLE USE OF COMPUTING RESOURCES

This policy provides guidelines for the appropriate and inappropriate use of the computing resources of Herzing University. It applies to all users of the University’s computing resources including students, faculty, staff, alumni, and guests of the University. Computing resources include all computers, related equipment, software, data, and local area networks for which the University is responsible as well as networks throughout the world to which the University provides computer access.

The computing resources of Herzing University are intended to be used for its programs of instruction and research and to conduct the legitimate business of the University. All users must have proper authorization for the use of the University’s computing resources. Users are responsible for seeing that these computing resources are used in an effective, ethical, and legal manner. Users must apply standards of normal academic and professional ethics and considerate conduct to their use of the University’s computing resources. Users must be aware of the legal and moral responsibility for ethical conduct in the use of computing resources. Users have a responsibility not to abuse the network and resources and to respect the privacy, copyrights, and intellectual property rights of others.

In addition to the policy contained herein, usage must be in accordance with applicable university procedures and applicable state and federal laws. Among the more important laws are the Federal Computer Abuse Amendment Act of 1994, the Federal Electronic Communications Privacy Act, and the U.S. Copyright Act.

Policy violations generally fall into four categories and involve the use of computing resources which do any of the following:

1. Harass, threaten, or otherwise cause harm to specific individuals or classes of individuals.
2. Impede, interfere with, impair, or otherwise cause harm to the activities of others.

3. Download, post, or install to University computers or transport across University networks material that is sexually explicit or offensive or material that is illegal, proprietary, in violation of license agreements, in violation of copyrights, in violation of University contracts, or otherwise damaging to the institution.
4. Recklessly or maliciously interfere with or damage computer or network resources, computer data, files, or other information.

Penalties for violating these guidelines can range from a reprimand in the student's file to expulsion. Examples (not a comprehensive list) of policy violations related to the above four categories include:

1. Sending an individual or group repeated and unwanted (harassing) e-mail or using e-mail to threaten someone.
2. Accessing, or attempting to access, another individual's data or information without proper authorization (e.g., using another's computing account and password to look at their personal information).
3. Propagating electronic chain mail or sending forged or falsified e-mail.
4. Obtaining, possessing, using, or attempting to use someone else's password, regardless of how the password was obtained.
5. Copying a graphical image from a website without permission.
6. Posting a University site-licensed program to a public bulletin board.
7. Using illegally obtained licensed data/software or licensed data/software in violation of their licenses or purchase agreements.
8. Releasing a virus, worm, or other program that damages or otherwise harms a system or network.
9. Accessing, displaying, storing, or transmitting sexually explicit or offensive language or images.

GRADUATE COURSE NUMBERING SYSTEM

The graduate course numbering system consists of a three-character alpha prefix followed by a three-digit number. The meaning of the prefixes is shown below:

Prefix	Course Area Focus
MBA	Master of Business Administration
MSN	Master of Science in Nursing

The meaning of the three-digit number is shown below:

500	A first-level graduate course focusing on synthesis of knowledge within the discipline and related disciplines. It normally requires graduation from a bachelor's degree program.
600	A second-level graduate course focusing on critical evaluation of knowledge within the discipline and related disciplines. It normally requires graduation from a bachelor's degree program and completion of related first-level graduate coursework.

ELECTIVES

Electives are not continuously offered at all times. A student can request a copy of which electives are currently being offered from the Online Campus.

PRIVACY OF RECORDS

Herzing University complies with the Family Educational Rights and Privacy Act of 1974. The purpose of this act is to allow you, as a student, to know what educational records are kept by the University, to provide you the right to inspect such records and ask for corrections, if necessary, and to control the release of such information to those who are not involved in the educational process.

Under The Privacy Act, directory information is made available to anyone who requests it, unless you specifically ask that this not be done. The only information that Herzing University considers to be in this category are the following: name; major field of study; dates of attendance; full-time/part-time status; activities; awards; school-sponsored e-mail; and diploma or degree awarded.

The administrative office will, upon request, provide you with a statement showing which records are maintained, where to find them, how to make a request to inspect the records, how to ask for a correction, who has access to the records, and how you may release information to others.

FINANCIAL INFORMATION

Herzing University will help students develop financial plans to pay for their education through a combination of financial aid (if eligible), student contributions, family contributions, and employer tuition reimbursement plans. Prospective students are expected to provide their own financial support which may include the following: the use of savings; part-time or full-time job earnings; parental or guardian support; spousal support; or financial support from other family members.

To help a student select the best method or methods for financing their education, the Free Application for Federal Student Aid (FAFSA) should be completed. This application serves as the student's application for federal and state student financial aid and as verification for any institutional grant funding or institutional scholarships. The FAFSA must be completed prior to the applicant's official enrollment at Herzing University. The FAFSA must also be completed annually by the student (and spouse, if applicable). The University determines available resources based upon a federally approved needs analysis formula. The student's expected expenses are compared to the Expected Family Contribution (EFC) to determine financial aid eligibility. In the event incorrect or incomplete data is provided, financial aid documentation will be requested. Upon receipt of a student's properly completed documentation, changes will be made to the student's application if necessary. After all of the appropriate processing of information has been completed, financial assistance packages are developed, and award letters are distributed to eligible students.

COST OF ATTENDING

Tuition is subject to change upon 60 days' advance notice by the University but will not be changed more than once per calendar year. Tuition charges do not include textbooks for graduate programs. Students have the choice of purchasing textbooks through the online bookstore or through other textbook resources.

FEDERAL STUDENT AID PROGRAMS

To help students pay for post-secondary education, the U.S. Department of Education offers federal financial aid programs (Title IV). To ensure accuracy, much of the federal financial aid information found below has been taken directly from the 2011–2012 Department of Education publication called "Funding Education Beyond High School—The Guide to Federal Student Aid."

Herzing University is eligible to participate in the following Title IV programs:

- Federal Pell Grant (PELL)
- Federal Supplemental Educational Opportunity Grant (FSEOG)
- Federal Work Study (FWS)
- Federal Perkins Loan (PERKINS)
- Direct Loan Program
 - Subsidized Direct Stafford Loans
 - Unsubsidized Direct Stafford Loans
 - Direct PLUS Loans

In general, students may be eligible for Title IV aid if the following provisions apply:

- The student is enrolled as a regular student in a Title IV eligible program.
- The student is a U.S. citizen or eligible non-citizen.
- The student meets the need requirements specified.
- The student makes satisfactory academic progress toward completing their program.
- The student is not in default on a Title IV loan received at any institution.
- The student has not met or exceeded aggregate loan limits.
- The student is not concurrently receiving Title IV financial aid from another institution of higher education.
- The student does not owe a refund or repayment on a Federal Pell Grant, ACG, National SMART Grant, or Federal SEOG.

The student must complete the Free Application for Federal Student Aid (FAFSA) in order for Herzing University to determine a student's federal financial aid eligibility.

Federal Direct Stafford Loans (Subsidized and Unsubsidized)

- Stafford Loans are for undergraduate, graduate, and professional degree students who are enrolled as at least half-time students.
- There are two types of Stafford Loans: Subsidized and Unsubsidized.
- The borrower must have financial need to receive a Subsidized Stafford Loan. The U.S. Department of Education will pay (subsidize) the interest that accrues on Subsidized Stafford Loans during certain periods.

- Financial need is not a requirement to obtain an Unsubsidized Stafford Loan.
- Federal Direct Stafford Loans must be repaid.
- Students begin repayment of loans six months after ceasing to be enrolled as at least a half-time student. Monthly payments are based on aggregate borrowing with a minimum amount of \$50.
- Repayment is usually completed within 10 years or less but may be extended if a student chooses to consolidate their loans.

Federal Direct PLUS Loans/Graduate PLUS Loans

- Graduate and professional-degree students may obtain PLUS Loans to help pay for their own education.
- PLUS loans are credit-based loans.

Return of Title IV Funds Policy

Students earn Title IV assistance in proportion to their attendance in school, up until they attend beyond the 60% point of the semester. If a student withdraws from the University at or before the 60% point, he/she will have earned financial aid in direct proportion to the percentage of days attended in the semester. After 60%, the student has earned 100% of his/her financial aid awards for that enrollment period. The Return of Title IV Funds regulation does not dictate the institutional refund policy, but prescribes the amount of Title IV funds a student has earned at the time of withdrawal. The amount of Title IV funds earned or unearned has no relationship to the student's institutional charges. The institutional charges are determined by the institutional refund policy. The Return to Title IV regulation, coupled with the institution's refund policy, can result in a student with a balance owed to the University and/or the Title IV programs if the student withdraws from school. (Exception: if the school is not obligated by law to take attendance and the student does not provide notification of his/her withdrawal, the withdrawal date is the midpoint of the payment period unless it can be shown that the student was in attendance in an academically related event after the midpoint of the payment period, in which case the date of that event will become the withdrawal date).

The formula in brief is as follows:

1. Determine the date of withdrawal and the percentage of the payment period attended by the student.
2. Determine the amount of Title IV aid earned by the student by multiplying the total Title IV aid for which the student was eligible by the percentage of the payment period attended by the student.
3. Compare the amount earned to the amount disbursed. If the amount earned is greater than the amount disbursed, then a post-withdrawal disbursement may be made. If the amount disbursed exceeds the amount earned, Title IV aid must be returned.
4. Allocate the responsibility for returning unearned aid between the University and the student according to the portion of disbursed aid that could have been used to cover institutional charges and the portion that could have been disbursed directly to the student once institutional charges were covered.
5. Distribute the unearned Title IV aid back to the Title IV programs in the following order:
 - a. Unsubsidized Federal Stafford Loans
 - b. Subsidized Federal Stafford Loans
 - c. Direct PLUS Loans

THE HERZING EDUCATIONAL FOUNDATION

Founded in 2009 and receiving designation as a 501(c)(3) charity in September 2010, the Herzing Educational Foundation began with the core belief that career colleges and universities have an important impact on student learning and the communities they serve. The Foundation serves to support students attending Herzing University with scholarship opportunities and funding for community projects.

The Herzing Educational Foundation Scholarship was funded through an initial donation made by Henry and Suzanne Herzing, the founders of Herzing Universities and Colleges.

You may visit the Foundation's website at www.herzingeducationfoundation.org to see the scholarship opportunities available.

OTHER FINANCIAL ASSISTANCE

Herzing University Tuition Payment Plan

Rather than requiring that tuition and fees be paid in full prior to the start of each semester, Herzing University may allow a student an interest-free payment plan that provides affordable monthly payments worked out in accordance with individual family circumstances, as reflected in the financial information submitted to Herzing University. Students must have paid for each semester's tuition in full through cash payments, federal student aid programs, or other financial assistance prior to sitting for final examinations.

Employer Reimbursement Plans

Students may be eligible for employer tuition reimbursement benefits. Students should contact their supervisor at work or their benefits office to determine if tuition reimbursement is available. Tuition reimbursement does not eliminate the student's responsibility to pay tuition before the commencement of classes or according to the school-approved payment plan.

Scholarships and Awards

To remain eligible for all scholarships and awards, the student must maintain a minimum 3.00 PGPA and be enrolled full-time.

Academic Award

Students with a program grade point average in the upper 5% of the student body after their second or subsequent semester (completion of at least 24.00 credits at Herzing University) will receive an academic award of \$150. The award is a credit to the next semester's tuition if the student is carrying a course load of at least 12.00 credit hours. No application is required. The award will be determined by the Educational Funding Department, and the student will be notified if they are an eligible recipient.

Institutional Grants

Based upon extraordinary student need and/or unusual conditions or change of circumstances, students may be awarded an institutional grant. Such determination is made by the Institutional Grant Committee composed of the Campus President, Director of Educational Funding, and one other staff member. The standard application for financial aid can also be used as the application for this grant. The deadline for submission of the application for this grant is prior to the end of the add/drop period of each semester. Awards will be made based upon the number of students with extraordinary need and the degree of the need. The amount of the award is normally between \$200 and \$700 per semester. The average award is typically \$300.

REFUND POLICY

Federal Return Policy

A calculation of both the return of Title IV funds and the institutional refund policy will take place upon a student's official withdrawal. In the case of an unofficial withdrawal, the institution will perform the calculations when Herzing University makes the determination the student has withdrawn. Please contact the Student Accounts Office to receive a copy of these calculations. Any Title IV-eligible student (applies to any student receiving any federal financial aid at this institution except Federal Work-Study) who withdraws is subject to a prorated return of Federal Financial Aid/Title IV funds. Any calculated return of funds must be distributed back to the federal programs and may leave the student owing the college a tuition balance according to the refund policy below.

Non-Federal Refund Policy

Refunds for state aid programs and non-state aid programs are outlined below. Note that any state aid refund will be calculated on a proportional basis using the state-mandated or institutional refund policy. If a student withdraws from a course(s) after the course(s) have been attempted but the student is not a complete program withdrawal, there will be no refund of tuition or fees for the dropped course(s).

WITHDRAWAL FROM UNIVERSITY

If a student withdraws from the University, that student will be obligated for tuition as follows:

Prior to the commencement of courses:

A student will be entitled to a full refund, including the enrollment fee but excluding the cost of any books and supplies, if the student cancels within 3 days of signing the university enrollment agreement.

After the commencement of courses:

The first day of class through Sunday of week one at 11:59 p.m. CT (Central time) is considered the trial period for all new students. If a new student attends after the first day of courses but cancels before Monday of week two at 12:00 a.m. CT (Central time), they will be unregistered from their courses and will be entitled to a refund of all tuition. New students not attending after the trial period end date will be cancelled before officially becoming an active student and, therefore, are not eligible for Title IV funds.

Students cancelling in the first eight weeks of the semester:

Institutional refund policies will be calculated on a course-by-course basis. When a student has completed 60% or less of a course, a prorated calculation will occur using the number of days in attendance over the number of total days in the course to determine the percentage of tuition and fees earned. The number of days in attendance is calculated using the first day of the module that the course is scheduled in through

the student's overall last day of attendance. The number of days in each course is calculated by counting the number of days in the module that the course is scheduled in. The percentage will be calculated to the nearest tenth of a percent. The total tuition amount earned is the sum of: tuition for each course in the calculation multiplied by the appropriate calculated percentage earned in each course. Tuition should be recalculated for each course, depending upon student credit load and the appropriate billing tier for their program.

If a student's last day of attendance is past the 60% point of the course, all of the tuition and fees for that course are earned and due.

Students cancelling in the first eight weeks of the semester:

When a student has completed 60% or less of the enrollment period, a prorated calculation will occur using the number of days in attendance over the number of total days in the enrollment period to determine the percentage of tuition and fees earned. The number of days in attendance is calculated using the first day of the enrollment period through the student's last day of attendance. The number of days in the enrollment period is calculated by counting the number of days in the semester for which a student was scheduled to attend class. The percentage will be calculated to the nearest tenth of a percent. The total tuition amount earned is the total charges for the enrollment period multiplied by the calculated percentage.

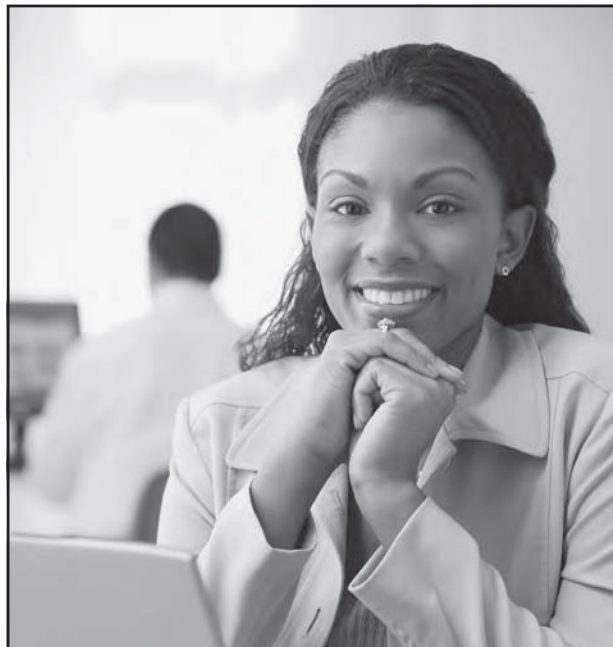
If a student's last day of attendance is past the 60% point of the enrollment period, all of the tuition and fees for that period are earned and due.

Institutional refund calculations will be done and all appropriate refunds will be completed within 45 days of the date of determination of the student's withdrawal unless otherwise mandated by a state regulation or agency.

REFUND PROCEDURES

Refund procedures are uniformly applied to all students. The school will make any refunds owed within 45 days of official withdrawal (student notification) or within 45 days of the date of determination of withdrawal (at a maximum, within 45 days of the end of the academic period). The 45-day refund deadline is a U.S. Department of Education requirement; if the state in which the campus resides has a different requirement, this deadline may be less than 45 days.

All other refunds are computed from the student's last date of attendance.



STUDENT SERVICES INFORMATION

APPEAL, GRIEVANCE, AND ARBITRATION PROCEDURES

Appeal Procedures

If a student is dissatisfied with a decision or action of a member of the University's faculty or staff, they may appeal that decision using the procedures outlined in this section. Appeals fall into the following areas: grade appeals, academic termination (dismissal) appeals, and adverse action appeals. If, after attempting to follow the steps below, a student believes he or she did not receive the appropriate due process, or if the matter in dispute does not fall into one of these three areas, the student may file a grievance or complaint in accordance with the provisions in the following section.

Grade Appeal Procedure

A student who has a dispute with an instructor's grading on a test/assignment or the final grade in a course must follow the steps outlined below.

1. The student must first try to resolve the difference with the instructor involved. If the instructor agrees to the student's request, the instructor will make the appropriate change in the grade book or submit a grade change through the Academic Dean. If the student agrees with the instructor's decision, the matter is dropped.
2. If a satisfactory solution cannot be reached between the student and the instructor, the student may submit a written grade appeal to the Academic Dean. A grade appeal must be made within two weeks for an exam and within 30 days of grade issuance for a course. The Academic Dean will investigate the facts of the case and make a decision in writing regarding the grade within seven days of receiving the appeal.
3. Normally, the decision of the Academic Dean regarding a grade appeal is final. However, if the student still feels a satisfactory solution has not been reached, the student may submit a further written appeal to the Campus President. Appeals to the Campus President must be submitted within 30 days of the Academic Dean's decision. The Campus President's decision will be made in writing within seven days of receiving the appeal and will be final.

Procedures for Appeal of Dismissal From the University and/or Termination of Financial Aid Eligibility

If a student is dismissed from the University or has eligibility for financial aid terminated for failing to meet the standards of satisfactory progress, the student may appeal by following the steps below:

1. The student may submit a written petition to the Satisfactory Progress Committee through the Academic Dean's office. The written petition of appeal must contain verifiable documentation of mitigating or extenuating circumstances that contributed to poor academic performance and a realistic plan for improvement. The written petition must be submitted prior to the beginning of the following academic period if the student wishes to continue without interruption. However, the student must appeal within 12 months of dismissal, or financial aid termination or all rights of appeal expire. The Committee will meet within two weeks of receiving an appeal and will attempt to accommodate more urgent schedules.
2. The Satisfactory Progress Committee will be comprised of the Campus Academic Dean, the Campus Director of Educational Funding, and at least one additional member appointed by the Campus President. The Satisfactory Progress Committee will consider all the facts of the appeal and will provide a recommendation to the Campus President within two days.
3. The Campus President will consider the recommendation of the Satisfactory Academic Progress Committee and will render the final decision on the petition in writing within two days. If the petition of appeal is approved, the student will be reinstated on probation, and provisions of the University's probation policy will apply.

Note: A student who withdraws while in good standing with the University or is withdrawn for administrative reasons while in good standing with the University (such as for having missed excessive classes) may be readmitted through a reapplication process and is not required to appeal under these provisions.

Adverse Action Appeal Procedures

Adverse actions are disciplinary actions due to a student violating student conduct policies or academic honesty standards. These can include termination, suspension, probation, or other academic penalty. An example of "other academic penalties" could be the awarding of a zero on a test or assignment or assignment of an "F" (failure) in a course. All adverse actions take effect immediately when imposed by the appropriate instructor or campus administrator but are subject to appeal.

If the student disputes the basis for an adverse action, the student may appeal the action with the following procedure.

1. A student appealing an adverse action must submit a written statement with supporting evidence (if any) disputing the basis of the adverse action to the Campus President. The Campus President will investigate the facts of the case and render a final decision in writing within seven days.
2. If dissatisfied with the decision of the Campus President, or if the adverse action was taken by the Campus President, the student may appeal to an Appeal Board. Any such appeal must be made in writing within 30 days for suspensions, probations, or other academic penalties and within three months for terminations. A request to be heard before the Appeal Board must be in writing to the Campus President and it must set forth, in significant detail, the basis for the appeal. An Appeal Board hearing will be held within a reasonable period of time, usually two weeks. The board will be comprised of three faculty or staff members, none of whom have been instructors of the student, two of whom will be appointed by the Campus President, and one of whom can be selected by the student. The appealing student may call witnesses and provide other evidence to support his/her case. The decision of the Appeal Board will be by majority vote, will be made within two days of the Board's meeting, and will be final and binding upon the University and the student.
3. If a suspension has already taken place and the course(s) is/are still ongoing and, upon appeal, is reversed by the Campus President or an Appeal Board, the University will provide reasonable assistance and time for the student to make up missed material, tests, or projects, all of this being on the basis that such extra time or instruction is practical in the sole judgment of the University. In the event a student has already been terminated or suspended and the course(s) has/have ended, the student will be allowed to retake, at no cost, any courses that were interrupted by a termination or suspension that was reversed upon appeal.

Grievance and Complaint Procedures

Every student has the right to file a grievance/complaint about any procedure at the University, any action taken by an official of the University, any failure by officials of the University to properly follow the appeals procedures outlined above, or any perceived discrimination on the basis of sex, religion, color, creed, national origin, disability, age, marital status, or sexual orientation. Grievances/Complaints may be filed orally or in writing, unless to the Campus President or to the Vice President of Operations, in which case the grievance/complaint must be in writing, following the procedure below.

1. Grievances/Complaints may be addressed to the senior person in the office to which the matter pertains (i.e., to the Director of Educational Funding for financial aid matters or to the Academic Dean for education matters), or they may be presented to the Campus President.
2. Grievances/Complaints should be filed within 15 calendar days of the occurrence of the matter about which the grievance/complaint is being made. Grievances/Complaints, whether oral or written, should describe briefly, but completely, the nature of the grievance/complaint and the solution sought.
3. Grievances/Complaints addressed to an official of the University other than the Campus President may be resubmitted to the Campus President if the complainant is not satisfied with the resolution, and in such case must be in writing. The Campus President will attempt to render a decision within seven days of receipt of the complaint, and the decision will be in writing.
4. If not satisfied with the decision of the Campus President or if the grievance or complaint is in regards to the Campus President, the student may send a written appeal to the Vice President of Operations or the University President at the University's central office in Milwaukee, Wisconsin, and the respective officer in the central office will attempt to render a decision within seven days. The decision will be in writing.
5. While all students are encouraged to seek resolution of grievances/complaints with university officials, any student may communicate a grievance/complaint directly to either the state organization that oversees private post-secondary education in his or her state or the institutional accrediting body.
6. Any unresolved dispute or claim that a student wishes to pursue further will be handled with binding arbitration, as outlined in the following section.

Arbitration Provision

At the election of either the student ("you") or Herzing University, any unresolved claim, dispute, or controversy ("Claim") by either you or Herzing University (or any of the University's employees, officers, directors, or staff) against the other, not resolved through the grievance and complaint procedures of Herzing University, arising from or relating in any way to: (i) This Agreement, (ii) Enrollment in, and/or participation in, any educational program offered by Herzing University involvement in your transaction, or (iii) Claims regarding the applicability of this arbitration clause or the validity of the entire Agreement, shall be resolved exclusively and finally by binding arbitration under the Consumer Arbitration Rules of the American Arbitration Association ("AAA") in effect on the date a demand for arbitration is made, as modified below. A copy of these rules may be obtained from the AAA website at www.adr.org.

While the AAA rules shall be utilized by the arbitrator, the proceeding shall not be administered by the AAA, absent written agreement by both the undersigned student and an authorized representative of Herzing University. Further, absent written agreement by both parties, the selection of the arbitrator shall be made by the parties consensually and shall not be made by AAA, absent the prior written agreement by both the undersigned student and an authorized representative of Herzing University. For any arbitration initiated by the student, the student shall be responsible for one-half of the initial payment for costs of any arbitrator's fees or compensation, although the arbitrator may award costs and fees at the conclusion of the arbitration. Notwithstanding the above, Herzing University will consider requests to cover the fees and costs of arbitration if the student makes a written request to Herzing University to pay for these charges.

The parties to this Agreement agree to act promptly in the selection of the arbitrator and further agree that the arbitrator shall have legal training and experience in the field of higher, post-high school education. Any dispute regarding the selection of said arbitrator shall be handled in accordance with the Federal Arbitration Act. Neither party shall have the right to conduct written discovery against the other or conduct depositions against the other or third parties except to the extent specifically authorized by statute under the Federal Arbitration Act.

The location of the arbitration proceedings and final hearing shall be conducted at a location to be selected by the arbitrator within the county and state where the student is enrolled for Herzing University coursework (for either in-person classes onsite or online classes) or, if both sides agree, at such other location as may be mutually agreed to by the parties.

Claims made and remedies sought as part of a class action, private attorney general, or other representative action (hereafter all included in the term "class action") are subject to arbitration on an individual basis, not on a class or representative basis. The arbitration will not determine class claims and will not be consolidated with any other arbitration proceedings.

ARBITRATION WITH RESPECT TO A CLAIM IS BINDING, AND NEITHER YOU NOR WE WILL HAVE THE RIGHT TO LITIGATE THAT CLAIM THROUGH A COURT. IN ARBITRATION, YOU AND WE WILL NOT HAVE THE RIGHTS THAT ARE PROVIDED IN COURT INCLUDING THE RIGHT TO A TRIAL BY JUDGE OR JURY AND THE RIGHT TO PARTICIPATE OR BE REPRESENTED IN PROCEEDINGS BROUGHT BY OTHERS SUCH AS CLASS ACTIONS OR SIMILAR PROCEEDINGS. IN ADDITION, THE RIGHT TO DISCOVERY AND THE RIGHT TO APPEAL ARE ALSO LIMITED OR ELIMINATED BY ARBITRATION. ALL OF THESE RIGHTS ARE WAIVED, AND ALL CLAIMS MUST BE RESOLVED THROUGH ARBITRATION.

Alternatively, you and we may pursue a Claim within the jurisdiction of any appropriate Small Claims Court in Wisconsin, or the equivalent court in your home jurisdiction (each a "Small Claims Court"), provided that the action remains in that court, is made on behalf of or against you only, and is not made part of a class action, private attorney general action, or other representative or collective action. You and we also agree not to seek to enforce this arbitration provision, or otherwise commence arbitration based on the same claims in any action brought before the Small Claims Court.

This arbitration agreement is made pursuant to a transaction involving interstate commerce and shall be governed by the Federal Arbitration Act, 9 U.S.C. §§ 1-16. Judgment upon any arbitration award may be entered in any court having jurisdiction. In the event that there is a dispute about whether limiting arbitration of the parties' dispute to non-class proceedings is enforceable under applicable law, then that question shall be resolved by litigation in a court rather than by the arbitrator; and to the extent it is determined that resolution of a Claim shall proceed on a class basis, it shall so proceed in a court of competent jurisdiction rather than in arbitration.

This arbitration agreement applies to all Claims now in existence or that may arise in the future. This arbitration agreement survives the termination of this Agreement and the completion of your enrollment, including your payment in full, and your filing of bankruptcy. Nothing in this Agreement shall be construed to prevent any party's use of (or advancement of any claims, defenses, or offsets in) bankruptcy.

STUDENT ADVISING

Students are encouraged to consult the Campus Director of Career Development about matters related to career plans, professional services, and even leisure activities. Students are encouraged to consult first with faculty if they are having problems with coursework and then, if necessary, with the appropriate department head or academic dean. Some Herzing University campuses also have a professional counselor on staff that is available daily to assist students who are experiencing difficulty in most aspects of college or personal life. Prior to acceptance to the University, applicants can seek advice through the Admissions Office.

CAREER DEVELOPMENT SERVICES

From the time a student enrolls at Herzing University, one of the University's primary goals is to see that the student is successfully employed upon graduation. This can best be achieved if the student takes an active role in his/her employment efforts. In addition, the Career Development Office plays an important role in helping the student. Although the securing of positions cannot be guaranteed, diligent effort is made by the career development personnel to help the graduate obtain suitable employment. The services of this office are also available to presently enrolled students seeking part-time employment through the University's Job Location and Development Program. The Federal Work-Study Program is coordinated through this office to complement part-time employment opportunities.

CRIME AWARENESS

Herzing University is in compliance with Title II of Public Law 101542, the Crime Awareness and Campus Security Act of 1990. Upon enrollment, students are provided with the University's policies on crime awareness, prevention, and the reporting of crimes that might be observed. Crime statistics are tabulated and distributed annually to all students. Crime awareness seminars are held periodically.

ANTI-HAZING POLICY

Any action or situation which recklessly or intentionally endangers the mental or physical health or safety of a student for the purpose of initiation or admission into or affiliation with any organization operating under the sanction of the University is considered hazing, regardless of the willingness of the participant.

Such prohibited actions, situations, and activities include, but are not limited to, the following:

1. Any brutality of a physical nature, such as whipping, beating, branding, or forced calisthenics.
2. Excessive exposure to the elements.
3. Forced or required consumption of food, alcohol, drugs, or any other substance.
4. Forced physical activity that could adversely affect the physical health or safety of the student.
5. Forced activity that would subject the student to extreme mental stress, such as sleep deprivation.
6. Forced exclusion from social contact.
7. Forced conduct that could result in extreme embarrassment.
8. Any other forced activity that could adversely affect the mental health or dignity of the student.

It can be unlawful under some state laws for any student to engage in what is known as hazing or to aid or abet any other student in the commission of this offense. Any violation could result in civil or criminal penalties that may include the imposition of a fine. Herzing University's actions against violators can include the imposition of probation, suspension, or dismissal.

STATE ORGANIZATIONS

Minnesota

Herzing University is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Registration does not mean that credits earned at the institution can be transferred to all other institutions.

Minnesota Office of Higher Education
1450 Energy Park Drive, Suite 350
St. Paul, Minnesota 55108
(651) 642-0533

Wisconsin

State of Wisconsin Educational Approval Board
30 West Mifflin Street
P.O. Box 8696
Madison, Wisconsin 53708-8696
(608) 266-1996

Institutional Accrediting Body

The Higher Learning Commission
North Central Association of Colleges and Schools
230 South LaSalle Street, Suite 7-500
Chicago, Illinois 60604-1413
(800) 621-7440
www.ncahlc.org

GRADUATE PROGRAMS OF STUDY

Master's Degrees



MASTER OF BUSINESS ADMINISTRATION (MBA)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.

PROGRAM CONTENT

A minimum of 33.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 36.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

ELECTIVE MBA COURSES

A minimum of 3.00 semester credit hours is required. Students may take any Master of Business Administration (MBA) course.

MASTER OF BUSINESS ADMINISTRATION IN ACCOUNTING (MBAA)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in accounting. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. The program includes the application of theory and practice, and case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in accounting situations.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.0
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED ACCOUNTING COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 655	Advanced Auditing	MBA 500	3.00
MBA 656	Accounting Information Systems	MBA 500	3.00
MBA 657	Advanced Taxation	MBA 500	3.00
MBA 658	Advanced Managerial Accounting	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN BUSINESS MANAGEMENT (MBABM)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in business management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in entrepreneurial and international settings.
7. Analyze and apply effective human resources and supply chain solutions to business challenges.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED BUSINESS MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 610	Human Resource Management	MBA 500	3.00
MBA 651	Entrepreneurship	MBA 500	3.00
MBA 652	International Business	MBA 500	3.00
MBA 654	Logistics and Supply Chain Management	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT (MBAHCM)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in healthcare management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in healthcare settings.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED HEALTHCARE MANAGEMENT COURSES

The following courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 662	Healthcare Public Policy and Corporate Compliance	MBA 500	3.00
MBA 663	Health Insurance and Managed Care	MBA 500	3.00
MBA 664	Healthcare Administration	MBA 500	3.00
MBA 665	Healthcare Information Management	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCES (MBAHR)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in human resources. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. The program includes the application of theory and practice, and case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in human resources.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED HUMAN RESOURCES COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 611	Compensation and Rewards Management	MBA 500	3.00
MBA 636	Training and Development in Organizations	MBA 500	3.00
MBA 637	Designing Organizational Change	MBA 500	3.00
MBA 638	Managing Organizational Performance	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN MARKETING (MBAM)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in marketing. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies is emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in marketing situations.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED MARKETING COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 666	Advertising Management and Communication	MBA 500	3.00
MBA 667	Global Consumerism	MBA 500	3.00
MBA 668	Interactive and Strategic Marketing	MBA 500	3.00
MBA 669	Brand Product Management	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN PROJECT MANAGEMENT (MBAPM)

PROGRAM DESCRIPTION

This program prepares students for management positions in various business enterprises by teaching the necessary skills and academic knowledge, with a concentration of courses in project management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, project, and production or operations. The program is appropriate for existing or emerging managers. The program includes the application of theory and practice using case studies, which is emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in project management.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED PROJECT MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 646	Contract and Procurement	MBA 500	3.00
MBA 647	Advanced Project Management	MBA 500	3.00
MBA 648	Project Cost and Schedule Control	MBA 500	3.00
MBA 659	Project Risk Management	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN SUSTAINABILITY MANAGEMENT (MBASM)

PROGRAM DESCRIPTION

This MBA concentration is designed to educate and develop graduate students within the emerging field of sustainability management. Sustainability management is known as “the capacity to endure” both in terms of ecologically and economically based interfaces. Graduate students will learn how to apply advanced business practices towards the development, management, and marketing of sustainability practices within the global business world.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Understand the dynamics of sustainability practices as it relates to business management.
2. Apply sustainability management techniques within strategic and tactical management planning.
3. Analyze sustainability management issues, and develop solutions to apply towards positive sustainable outcomes.
4. Synthesize innovative management practices that will enhance a sustainable business policy.
5. Develop marketing strategies in an effort to promote sustainable management business practices.
6. Evaluate current and future trends towards sustainability management practices.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED SUSTAINABILITY MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 680	Sustainability and Organizations	MBA 500	3.00
MBA 681	Managing Quality in Sustainability	MBA 500	3.00
MBA 683	Eco Politics, Law and Regulation	MBA 500	3.00
MBA 686	Sustainability Marketing	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION IN TECHNOLOGY MANAGEMENT (MBATM)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in technology management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in technical settings.

PROGRAM CONTENT

A minimum of 42.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 45.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

REQUIRED TECHNOLOGY MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 671	Project Management in Technology	MBA 500	3.00
MBA 672	Information Security and Privacy	MBA 500	3.00
MBA 673	Systems Analysis and Design	MBA 500	3.00
MBA 674	Technology and Innovation	MBA 500	3.00

MASTER OF BUSINESS ADMINISTRATION—DUAL CONCENTRATION OPTION (MBADC)

PROGRAM DESCRIPTION

This program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises, with concentrations offered in two student-selected areas of study. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, production, or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized throughout all courses. The program is offered in the online format.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
6. Apply sound business concepts in two student-selected concentration areas of study.

PROGRAM CONTENT

A minimum of 54.00 semester credit hours is required for students with an undergraduate major or minor in business.

A minimum of 57.00 semester credit hours is required for students without an undergraduate major or minor in business.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit-hour course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED CORE MBA COURSES

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 600	Leadership and Organizational Behavior	MBA 500	3.00
MBA 606	Research and Decision-Making	MBA 500	3.00
MBA 615	Marketing	MBA 500	3.00
MBA 620	Accounting for Managers	MBA 500	3.00
MBA 626	Information Systems and Technology	MBA 500	3.00
MBA 631	Operations and Project Management	MBA 500	3.00
MBA 641	Business and Labor Law	MBA 500	3.00
MBA 645	Finance	MBA 500	3.00

Course Number	Course Name	Prerequisite	Credit Hours
MBA 690	Strategic Planning	MBA 500	3.00
MBA 691	Graduate Capstone Project **	MBA 500 and final semester	3.00

** MBA 691 must be taken in the last semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants.

DUAL CONCENTRATION OPTIONS

A minimum of 24.00 semester credit hours is required. Students must choose two (2) areas from the following concentrations.

REQUIRED ACCOUNTING COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 655	Advanced Auditing	MBA 500	3.00
MBA 656	Accounting Information Systems	MBA 500	3.00
MBA 657	Advanced Taxation	MBA 500	3.00
MBA 658	Advanced Managerial Accounting	MBA 500	3.00

REQUIRED BUSINESS MANAGEMENT COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 610	Human Resource Management	MBA 500	3.00
MBA 651	Entrepreneurship	MBA 500	3.00
MBA 652	International Business	MBA 500	3.00
MBA 654	Logistics and Supply Chain Management	MBA 500	3.00

REQUIRED HEALTHCARE MANAGEMENT COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 662	Healthcare Public Policy and Corporate Compliance	MBA 500	3.00
MBA 663	Health Insurance and Managed Care	MBA 500	3.00
MBA 664	Healthcare Administration	MBA 500	3.00
MBA 665	Healthcare Information Management	MBA 500	3.00

REQUIRED HUMAN RESOURCES COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 611	Compensation and Rewards Management	MBA 500	3.00
MBA 636	Training and Development in Organizations	MBA 500	3.00
MBA 637	Designing Organizational Change	MBA 500	3.00
MBA 638	Managing Organizational Performance	MBA 500	3.00

REQUIRED MARKETING CONCENTRATION COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 666	Advertising Management and Communication	MBA 500	3.00
MBA 667	Global Consumerism	MBA 500	3.00
MBA 668	Interactive and Strategic Marketing	MBA 500	3.00
MBA 669	Brand Product Management	MBA 500	3.00

REQUIRED PROJECT MANAGEMENT COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 646	Contract and Procurement	MBA 500	3.00
MBA 647	Advanced Project Management	MBA 500	3.00
MBA 648	Project Cost and Schedule Control	MBA 500	3.00
MBA 659	Project Risk Management	MBA 500	3.00

REQUIRED TECHNOLOGY MANAGEMENT COURSES

Course Number	Course Name	Prerequisite	Credit Hours
MBA 671	Project Management in Technology	MBA 500	3.00
MBA 672	Information Security and Privacy	MBA 500	3.00
MBA 673	Systems Analysis and Design	MBA 500	3.00
MBA 674	Technology and Innovation	MBA 500	3.00

MASTER OF SCIENCE IN NURSING WITH A CONCENTRATION IN FAMILY NURSE PRACTITIONER (MSNFNP)

PROGRAM DESCRIPTION

This online graduate degree in nursing will provide students with the academic knowledge, skills, and expertise to become certified family nurse practitioners in diverse healthcare and academic environments. Graduates will be prepared to have integrated praxis philosophy throughout all courses. Courses consist of core MSN courses, specialty concentration courses, and capstone courses. This program is for licensed registered nurses who have a bachelor of science in nursing degree and are interested in advancing their careers to become board-certified family nurse practitioners.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Synthesize and apply theories, models, and research related to clinical nursing and health systems.
2. Demonstrate critical thinking and holistic caring as an advanced-practice nurse.
3. Synthesize ethical principles into the education and evaluation of healthcare delivery concerns in culturally diverse care settings.
4. Develop and implement innovative clinical strategies and plans to guide an organization or healthcare system towards successful outcomes.
5. Demonstrate expertise in culturally sensitive therapeutic clinical nursing and patient education.
6. Demonstrate self-discipline, responsibility, leadership, accountability, motivation, creative thinking, and problem-solving in the analysis of nursing problems and in the development of the family nurse practitioner role.

PROGRAM CONTENT

A minimum of 48.00 semester credit hours is required for graduation.

REQUIRED CORE MSN COURSES

All courses, 18.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 500	Theoretical Foundations for Nursing	MSN 560	3.00
MSN 520	Cultural Diversity in Healthcare	MSN 500 and MSN 560	3.00
MSN 540	Current Issues in Nursing and Role Transition	MSN 500 and MSN 560	3.00
MSN 560	Research Methods and Evidence-Based Practice	MSN 500	3.00
MSN 580	Health Promotion Across Lifespan	MSN 500 and MSN 560	3.00
MSN 610	Health Policy and Management	MSN 500 and MSN 560	3.00

REQUIRED COURSES IN FAMILY NURSE PRACTITIONER CONCENTRATION

All courses, 30.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 609	Advanced Health Assessment	MSN 500 and MSN 560	4.00
MSN 621	Advanced Pathophysiology	MSN 500 and MSN 560	3.00
MSN 622	Pharmacotherapeutics for Advanced Practice	MSN 500 and MSN 560	4.00
MSN 623	Adult Healthcare	MSN 500, MSN 560, MSN 609, MSN 621 and MSN 622	4.00

Course Number	Course Name	Prerequisite	Credit Hours
MSN 624	Women and Infant Healthcare	MSN 500, MSN 560, MSN 609, MSN 621 and MSN 622	4.00
MSN 625	Children and Adolescent Healthcare	MSN 500, MSN 560, MSN 609, MSN 621 and MSN 622	4.00
MSN 626	Roles for Nurse Practitioners	MSN 500 and MSN 560	3.00
MSN 627	Geriatric Healthcare	MSN 500, MSN 560, MSN 609, MSN 621 and MSN 622	4.00

Distribution of Clock Hours by Course				
Course Number	Lecture	Clinical Practicum	Total Clock Hours	Credits
MSN 500	45.00		45.00	3.00
MSN 520	45.00		45.00	3.00
MSN 540	45.00		45.00	3.00
MSN 560	45.00		45.00	3.00
MSN 580	45.00		45.00	3.00
MSN 609	15.00	135.00	150.00	4.00
MSN 610	45.00		45.00	3.00
MSN 621	45.00		45.00	3.00
MSN 622	15.00	135.00	150.00	4.00
MSN 623	15.00	135.00	150.00	4.00
MSN 624	15.00	135.00	150.00	4.00
MSN 625	15.00	135.00	150.00	4.00
MSN 626	45.00		45.00	3.00
MSN 627	15.00	135.00	150.00	4.00
Totals	495.00	810.00	1,170.00	48.00

MASTER OF SCIENCE IN NURSING WITH A CONCENTRATION IN NURSING EDUCATION (MSNNE)

PROGRAM DESCRIPTION

This online graduate degree in nursing will provide students with the academic knowledge, skills, and expertise to become nurse educators in diverse healthcare and academic environments. Graduates will be prepared to apply for the certified nurse educator examination. Courses consist of core MSN courses, specialty concentration courses, and capstone courses. This program is for licensed registered nurses with a bachelor of science in nursing degree who are interested in advancing their careers to become nurse educators.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Synthesize and apply theories, models, and research related to nursing education and health systems.
2. Demonstrate critical thinking and holistic caring as an advanced practice nurse.
3. Synthesize ethical principles into the education and evaluation of healthcare delivery concerns in culturally diverse care settings.
4. Develop and implement innovative strategies and plans to guide an organization or healthcare system toward successful outcomes.
5. Demonstrate expertise in culturally sensitive therapeutic nursing education.
6. Demonstrate self-discipline, responsibility, leadership, accountability, motivation, creative thinking, and problem-solving in the analysis of nursing problems and in the development of the nurse educator role.
7. Effectively lead and manage successful change projects in nursing education collaborating with nursing mentors and leaders.

PROGRAM CONTENT

A minimum of 36.00 semester credit hours is required for graduation.

REQUIRED CORE MSN COURSES

All courses, 18.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 500	Theoretical Foundations for Nursing	MSN 560	3.00
MSN 520	Cultural Diversity in Healthcare	MSN 500 and MSN 560	3.00
MSN 540	Current Issues in Nursing and Role Transitions	MSN 500 and MSN 560	3.00
MSN 560	Research Methods and Evidence-Based Practice	MSN 500	3.00
MSN 580	Health Promotion Across Lifespan	MSN 500 and MSN 560	3.00
MSN 610	Health Policy and Management	MSN 500 and MSN 560	3.00

REQUIRED COURSES IN NURSING EDUCATION CONCENTRATION

The following courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 600	Teaching/Learning Strategies	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580, and MSN 610	3.00
MSN 605	Technology and Principles of Nursing Education	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580, and MSN 610	3.00
MSN 615	The Nurse Educator Roles	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580, and MSN 610	3.00
MSN 635	Curriculum Development and Evaluation	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580, and MSN 610	3.00

REQUIRED CAPSTONE COURSES

All courses, 6.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 650	Research II or Scholarly Project	Final semester	3.00
MSN 685	Graduate Capstone Practicum in Education	Final course	3.00

Course Number	Lecture	Clinical Practicum	Total Clock Hours	Credits
MSN 500	45.00		45.00	3.00
MSN 520	45.00		45.00	3.00
MSN 540	45.00		45.00	3.00
MSN 560	45.00		45.00	3.00
MSN 580	45.00		45.00	3.00
MSN 600	45.00		45.00	3.00
MSN 605	45.00		45.00	3.00
MSN 610	45.00		45.00	3.00
MSN 615	45.00		45.00	3.00
MSN 635	45.00		45.00	3.00
MSN 650	45.00		45.00	3.00
MSN 685	15.00	90.00	105.00	3.00
Totals	510.00	90.00	600.00	36.00

MASTER OF SCIENCE IN NURSING WITH A CONCENTRATION IN NURSING MANAGEMENT (MSNNM)

PROGRAM DESCRIPTION

This online graduate degree in nursing will provide students with the academic knowledge, skills, and expertise to become nurse educators in diverse healthcare and academic environments. Graduates will be prepared to have integrated praxis philosophy throughout all courses. Courses consist of core MSN courses, specialty concentration courses, and capstone courses. The program is for licensed baccalaureate-registered nurses interested in advancing their careers to become nurse administrators or nurse managers.

PROGRAM OBJECTIVES

Upon completion of their program, the student should be able to:

1. Synthesize and apply theories, models, and research related to nursing management and health systems.
2. Demonstrate critical thinking and holistic caring as an advanced practice nurse.
3. Synthesize ethical principles into the management and evaluation of healthcare delivery concerns in culturally diverse care settings.
4. Develop and implement innovative strategies and plans to guide an organization or healthcare system toward successful outcomes.
5. Demonstrate expertise in culturally sensitive therapeutic nursing management.
6. Demonstrate self-discipline, responsibility, leadership, accountability, motivation, creative thinking, and problem solving in the analysis of nursing problems and in the development of the nurse manager role.
7. Effectively lead and manage successful change projects in nursing management collaborating with nursing mentors and leaders.

PROGRAM CONTENT

A minimum of 36.00 semester credit hours is required for graduation.

REQUIRED CORE MSN COURSES

All courses, 18.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 500	Theoretical Foundations for Nursing	MSN 560	3.00
MSN 520	Cultural Diversity in Healthcare	MSN 500 and MSN 560	3.00
MSN 540	Current Issues in Nursing and Role Transitions	MSN 500 and MSN 560	3.00
MSN 560	Research Methods and Evidence-Based Practice	MSN 500	3.00
MSN 580	Health Promotion Across Lifespan	MSN 500 and MSN 560	3.00
MSN 610	Health Policy and Management	MSN 500 and MSN 560	3.00

REQUIRED COURSES IN NURSING MANAGEMENT CONCENTRATION

The following courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 630	Resources Management for Nurse Managers	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580 and MSN 610	3.00
MSN 640	The Nurse Manager and Leadership Roles	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580 and MSN 610	3.00
MSN 645	Finance	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580 and MSN 610	3.00
MSN 665	Healthcare Information Management	MSN 500, MSN 520, MSN 540, MSN 560, MSN 580 and MSN 610	3.00

REQUIRED CAPSTONE COURSES

All courses, 6.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MSN 650	Research II or Scholarly Project	Final semester	3.00
MSN 675	Graduate Capstone Practicum in Management	Final course	3.00

Course Number	Lecture	Clinical Practicum	Total Clock Hours	Credits
MSN 500	45.0		45.0	3.0
MSN 520	45.0		45.0	3.0
MSN 540	45.0		45.0	3.0
MSN 560	45.0		45.0	3.0
MSN 580	45.0		45.0	3.0
MSN 610	45.0		45.0	3.0
MSN 630	45.0		45.0	3.0
MSN 640	45.0		45.0	3.0
MSN 645	45.0		45.0	3.0
MSN 650	45.0		45.0	3.0
MSN 665	45.0		45.0	3.0
MSN 675	15.0	90.0	105.0	3.0
Totals	510.0	90.0	600.0	36.0

GRADUATE PROGRAMS OF STUDY

Graduate Certificate Programs



GRADUATE CERTIFICATE IN ACCOUNTING (GCA)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in accounting. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. The certificate program includes the application of theory and practice, and case studies are emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply sound business concepts in accounting situations.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED ACCOUNTING COURSES

All courses, 12 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 655	Advanced Auditing	MBA 500	3.00
MBA 656	Accounting Information Systems	MBA 500	3.00
MBA 657	Advanced Taxation	MBA 500	3.00
MBA 658	Advanced Managerial Accounting	MBA 500	3.00

GRADUATE CERTIFICATE IN BUSINESS MANAGEMENT (GCBM)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in business management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
5. Apply sound business concepts in entrepreneurial and international settings.
6. Analyze and apply effective human resources and supply chain solutions to business challenges.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED BUSINESS MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 610	Human Resource Management	MBA 500	3.00
MBA 651	Entrepreneurship	MBA 500	3.00
MBA 652	International Business	MBA 500	3.00
MBA 654	Logistics and Supply Chain Management	MBA 500	3.00

GRADUATE CERTIFICATE IN HEALTHCARE MANAGEMENT (GCHCM)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in healthcare management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
5. Apply sound business concepts in healthcare settings.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED HEALTHCARE MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 662	Healthcare Public Policy and Corporate Compliance	MBA 500	3.00
MBA 663	Health Insurance and Managed Care	MBA 500	3.00
MBA 664	Healthcare Administration	MBA 500	3.00
MBA 665	Healthcare Information Management	MBA 500	3.00

GRADUATE CERTIFICATE IN HUMAN RESOURCES (GCHR)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in human resources. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. The program includes the application of theory and practice, and case studies are emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
3. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
4. Apply sound business concepts in human resources.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED HUMAN RESOURCES COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 611	Compensation and Rewards Management	MBA 500	3.00
MBA 636	Training and Development in Organizations	MBA 500	3.00
MBA 637	Designing Organizational Change	MBA 500	3.00
MBA 638	Managing Organizational Performance	MBA 500	3.00

GRADUATE CERTIFICATE IN MARKETING (GCM)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in marketing. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies is emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
3. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
4. Apply sound business concepts in marketing situations.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED MARKETING CONCENTRATION COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 666	Advertising Management and Communication	MBA 500	3.00
MBA 667	Global Consumerism	MBA 500	3.00
MBA 668	Interactive and Strategic Marketing	MBA 500	3.00
MBA 669	Brand Product Management	MBA 500	3.00

GRADUATE CERTIFICATE IN PROJECT MANAGEMENT (GCPM)

CERTIFICATE DESCRIPTION

This certificate program assists students for management positions in various business enterprises by teaching the necessary skills and academic knowledge, with a concentration of courses in project management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, project, and production or operations. The certificate program is appropriate for existing or emerging managers. The certificate program includes the application of theory and practice using case studies, which is emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
3. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
4. Apply sound business concepts in project management.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals *	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED PROJECT MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 646	Contract and Procurement	MBA 500	3.00
MBA 647	Advanced Project Management	MBA 500	3.00
MBA 648	Project Cost and Schedule Control	MBA 500	3.00
MBA 659	Project Risk Management	MBA 500	3.00

GRADUATE CERTIFICATE IN TECHNOLOGY MANAGEMENT (GCTM)

CERTIFICATE DESCRIPTION

This certificate program assists students with the necessary skills and academic knowledge for management positions in various business enterprises, with a concentration of courses in technology management. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized through all courses. The certificate program is offered in the online format.

CERTIFICATE OBJECTIVES

Upon completion of their program, the student should be able to:

1. Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
2. Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
3. Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
4. Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
5. Apply sound business concepts in technical settings.

CERTIFICATE CONTENT

A minimum of 12.00 semester credit hours for students with an undergraduate major or minor in business is required.

A minimum of 15.00 semester credit hours for students without an undergraduate major or minor in business is required.

PREREQUISITE COURSE

Students without an undergraduate major or minor in business are required to complete the following 3-credit course during their first academic period of enrollment.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 500	Business Fundamentals*	None	3.00

* MBA 500 is an overview course that covers business practices across a number of disciplines. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business.

REQUIRED TECHNOLOGY MANAGEMENT COURSES

All courses, 12.00 semester credit hours, are required.

Course Number	Course Name	Prerequisite	Credit Hours
MBA 671	Project Management in Technology	MBA 500	3.00
MBA 672	Information Security and Privacy	MBA 500	3.00
MBA 673	Systems Analysis and Design	MBA 500	3.00
MBA 674	Technology and Innovation	MBA 500	3.00



GRADUATE COURSE DESCRIPTIONS

(MBA) MASTER OF BUSINESS ADMINISTRATION

MBA 500 Business Fundamentals

This overview course covers business practices across a number of disciplines. Topics include theory bases for management, organizational behavior, leadership, finance management, economics, marketing, and decision-making. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business. However, most students will find that this course serves as a good review of the business fundamentals and theories, laying the groundwork for the subsequent courses. 3.00 credit hours. Prerequisite: None.

MBA 600 Leadership and Organizational Behavior

Contemporary leadership requires managers to excel at skills in challenging the status quo, sharing the vision, creating systems where others can act to meet organizational objectives, modeling good leadership to others, and inspiring others to carry on. In this course, students develop these competencies, demonstrate how to support and encourage good leaders, analyze the concept of accountability in leadership, and understand the importance of succession planning. Students also learn about the roles, behaviors, and skills that are required for a manager to operate effectively in an organization. Theories of motivation, perceptions and attitudes, group and intergroup behavior, culture, organizational structure, change management, and quality will be topics in this course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 606 Research and Decision-Making

This course helps the student to establish skills in research methods for the business environment. Topics include development of inductive and deductive reasoning, problem development, research design, proposal preparation, data gathering, quantitative and qualitative data analysis, interpretation of results, report preparation, and presentation of research findings. Students will also learn decision-making tools used to analyze data under conditions of uncertainty, and payoffs based on probabilities must be determined. Sampling, organizing, and analyzing empirical data are covered in this course. Case studies are used to illustrate the uses of data and decision tools. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 610 Human Resource Management

This course covers the effective management of human resources in an organization, including concepts and techniques of personnel planning, job and performance evaluation, incentive and performance standards, accommodation of ethnic and cultural diversity in the workplace, and the impact of labor organizations on management. Current topics in human resource management and examples from HR perspectives around the country are incorporated into this course to recognize the dynamic environment for this field. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 611 Compensation and Rewards Management

This course covers the concepts of compensation administration within organizations. Special emphasis is placed on how compensation is managed and how reward structures are formulated and distributed within an organization. Also included in the course are a review of wage systems, job evaluations in regards to reward structures, and legal constraints and issues involving compensation programs. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 615 Marketing

Major elements of the marketing process include domestic and global market assessment, strategic marketing planning, and the development of an effective marketing mix (product, price, promotion, and distribution) to create customer value. Topics include marketing concepts such as consumer/business buying behavior, market research, brand management, product development, and techniques for pricing, promotion, and distribution. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 620 Accounting for Managers

Developing, interpreting, and applying financial information for internal users and decision-making is the focus of this course. Topics include cost accounting and activity-based costing, product pricing, profit planning, variance analysis, capital and operational budgeting, cost of capital, investment analysis, and time value of money. Students will learn practical business tools and models that they can apply in their organization to assist in planning, organizing, and controlling their operations, providing internal analysis, and decision support. Case studies are included to illustrate the use of these tools and models throughout the course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 626 Information Systems and Technology

In this course, students examine the information requirements for an organization, including the different kinds of information needed at operational, administrative, strategic, and administrative levels. Assignments include definitions and uses of technology, information

technology planning, implementation management, project and vendor management, and assessments of system effectiveness. Particular attention is paid to issues of data security in today's evolving business environments, such as the impacts of SOX and HIPAA on technology applications. The course will also address the vast array of other technology used by organizations. Analyses of case studies are used to underscore techniques and methods for solutions in each topical area. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 631 Operations and Project Management

Meeting the needs of both internal and external customers is the goal of operations, defined as the methods to convert resources into goods and services. Topics include demand forecasting and management, capacity planning and scheduling, inventory control, purchasing and materials management, facilities management, project management strategies and tactics, defining user needs and project scope, scheduling and budgeting, and performance objectives. Control methods, such as PERT/CPM, Gantt charts, project management software, and project audits, will also be addressed. Students will focus on developing an overall operations strategy based on common business assumptions in the application of these tools. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 636 Training and Development in Organizations

This course will provide students with an opportunity to study training, career development, and organization development techniques. Students will explore how to develop group and individual skills while improving organizational value. Topics will include: the relationship of training and development to other human resource management issues; identifying organization-wide and individualized training needs; developing an implementation plan; enhancing learning environments; monitoring training programs; and assessing results, following the ADDIE model. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 637 Designing Organizational Change

This course will identify quality human resource management techniques through the evaluation and monitoring of organizational structure and strategic compensation. The course structure values innovation for the purpose of changing organizational culture. The student will explore an organization's mission and opportunity to align vision structural process, culture, and orientation to the market. The strategic importance of using human dynamics and employee skills as part of the total organization design change will be discussed. Students will also develop organizational change action plans. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 638 Managing Organizational Performance

This course invites students to examine globalization through existing organizations while studying performance and organizational objectives. The principles of quality human resource management, with an emphasis on domestic and global organizations, will be studied. Topics will include the process of continuous improvement, an understanding of human motivation, appreciation of effective communication, and proper utilization of personnel productivity. Students will explore how organizations use compensation pay systems as a strategic management tool for improving overall performance effectiveness. Empirical systems are presented to assist students in creating an overview of performance change. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 641 Business and Labor Law

This course focuses on the meaning of the "rule of law" and conduct of a business, elements of contracts and their role in a market economy, regulatory law and how it affects an organization's choices, and discrimination and employment law from the employer's perspective. Skills in recognizing ethical issues are built through discussion of current case studies to emphasize the impact of these topics on the daily operations of an organization. Topics related to labor law and how it impacts the management of employees will also be addressed. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 645 Finance

An understanding of financial statements, expense and income recognition and matching expenses and income, financial projections, auditing requirements, working capital management, ratio analysis, reporting and disclosures for outside users, oversight and accountability, and regulatory responsibilities are covered in this course. The student also gains knowledge about how financial statements are derived from income and expense data in the organization as well as related compliance requirements that affect corporations today. Applications of these principles in real-life business situations are used throughout the course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 646 Contract and Procurement

The focus of this course is to examine the process through which goods and services are acquired in project management. The overall goal of this course is to develop an understanding of how to analyze project decisions and obtain the maximum value from the expenditure of funds. Students will accomplish this by determining what needs to be acquired or purchased as well as when and how it should be acquired. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 647 Advanced Project Management

The focus of this course is to examine the context of projects, distinguish between projects and operations, and understand the importance of project teams, software applications, and human resource management. It will investigate lifecycle, sustainability, strategic planning leadership, and risk-based decision-making. This course will also help managers to understand how to plan for resources, costs, budgets, scheduling, and multi-project programs. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 648 Project Cost and Schedule Control

The focus of this course is on investigating financial decision-making as it relates to project management. Students will examine quantitative methods that managers use to analyze and manage risk-based opportunities. Topics include threat assessment, cost control, scheduling, and project capacity. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 651 Entrepreneurship

Entrepreneurial businesses comprise an ever-increasing number of companies today. Topics for this course, illustrated by case studies, include net venture creation, developing a case through business planning, funding sources, economics for the emerging and growing business, marketing as a start-up, and family business ventures. Students are encouraged to develop their own entrepreneurial business venture idea throughout the course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 652 International Business

Almost every business entity in any industry is impacted today by the global business environment. Whether it is a supplier from overseas or the call center for services, factors such as instant worldwide communications and access to the internet have made all businesses international in some respect. This course covers international business issues such as international financial flows and balance of payment, currency fluctuations, global operations and security, ethnically and culturally appropriate marketing, electronic commerce, and multinational company perspectives. Throughout the course, students will integrate these topics by developing a business plan for an international business program. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 654 Logistics and Supply Chain Management

This course examines the internal and environmental factors affecting logistics systems. Topics include the integration of transportation, inventory, facility location, informational flow, and materials handling and packaging activities into a system for managing a physical flow of inbound and outbound products and materials in a global environment. The course will also address supply chain management issues that include enterprise resource planning, inventory control, production control, purchasing, just-in-time, and the use of technology. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 655 Advanced Auditing

This course provides an advanced study in assurance services and reporting and reviews. Topics include: auditing standards; computer systems; legal liabilities; ethics; planning; sampling techniques; and internal auditing. There is also an overview of the variety of assurance services such as auditing, attestation, operational, and compliance services. Practices and procedures of assurance services, including planning, assessing risk, tests of controls, and obtaining and documenting evidence will be studied. Focus is on analysis of business processes, decision-making, and analytical skills needed to evaluate evidence, develop recommendations, and communicate results. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 656 Accounting Information Systems

This course is an advanced study of the control aspects of accounting information systems. Students will evaluate accounting information systems and demonstrate proper internal controls based on regulations and the needs of the organizations. Discussions will center on defining and regulating administrative standards and evaluating and operating secure and cost-effective accounting systems. Students will use case studies to review modern information systems and databases with accounting edit information using secure audit trails. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 657 Advanced Taxation

This course covers advanced individual and corporation taxation topics including the analysis of organizations, reorganizations, international taxation, consolidations, and estate-tax issues. Students will discover business tools and models that they can apply to assist in tax planning for an organization and tax reporting to national and international entities. The course will use case studies to expand on topics, focusing on corporations, partnerships, S Corporations, estate tax, and gift and fiduciary tax issues. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 658 Advanced Managerial Accounting

This course will focus on the study of advanced management accounting information for internal users and decision-makers. The uses of this accounting information include interpreting, coordinating, and implementing management's performance policies. Additional topics include cost accounting, activity-based costing, product pricing, profit planning, variance analysis, operational budgeting, capital cost, investment analysis, and time value of money. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 659 Project Risk Management

The focus of this course is to utilize the Project Management Body of Knowledge (PMBOK) in order to assess, analyze, and manage risk management strategies as they relate to project management activities. The course will also introduce the student to strategies as they relate to risk analysis, risk response planning, and risk monitoring and control. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 662 Healthcare Public Policy and Corporate Compliance

In this course, students focus on the relationship between healthcare economics and public policy, developing an understanding of how public policy formation and the economics of the healthcare delivery system interact. Topics include healthcare supply and demand, technology and its uses, labor market factors, equity and efficiency, and application of economic analysis to the healthcare public policy development process. This course also examines topics including legal aspects of the healthcare corporation, and physician/patient, institution/patient and institution/physician relationships. Ethical issues related to individual lifecycle stages, third-party payers, sharing of health data, quality assurance, professional liability, and confidentiality issues are discussed. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 663 Health Insurance and Managed Care

In this course, students examine the evolution of health insurance products and development of managed care as a financing mechanism. Types of managed-care organizations, operational models, and risk management are outlined. Current legislative and regulatory standards that impact the patient, provider, and payer in the health insurance system are discussed through case studies and analysis. Implications for operations at all levels of the healthcare delivery system are discussed in light of risk and reimbursement implications. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 664 Healthcare Administration

Major components and organizational interrelationships in the U.S. healthcare delivery system across the continuum of care are discussed in this course. Topics include the history of the delivery system, delivery institutions and models, policy implementation, and payment mechanisms. Variables of access, cost, and quality are introduced. Application of these topics in the areas of healthcare reform, social and cultural changes that affect the system, and alternative healthcare allow students to analyze critically these evolving healthcare issues. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 665 Healthcare Information Management

This course provides an overview of the role of information systems in healthcare organizations. It explores the technical, organizational, and cost-benefit issues related to healthcare information systems, including clinical decision-support, integrated networking and distributed computing technologies, telemedicine applications, and artificial intelligence solutions. Students will develop and exercise analytical skills for appraising health information systems as well as acquire practical experience using biomedical research databases, desktop application software, and electronic communication systems. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 666 Advertising Management and Communication

Students will be introduced to concepts of advertising management. The course highlights various domestic and international management procedures and issues underlying the management of and communication in advertising. Topics include planning, techniques, operating environment, and political and legal issues as well as the social and economic effects of advertising. Students will apply their knowledge to case studies and contemporary examples. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 667 Global Consumerism

This course will study consumers who have access to the global marketplace. It will focus on the changing demographics of consumers. In addition, the course will investigate the impact of technology and ever-changing consumer desires in promotional strategies for domestic and international markets. Students will conduct comparative studies of these markets and their respective consumers as part of the course requirements. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 668 Interactive and Strategic Marketing

This course provides an in-depth view of the expansion of marketing to include technology. A history of how marketing has changed with the advent of advanced technology will be discussed. Course topics include Internet marketing and changing consumer viewpoints, identifying

the variations in approaches required by online marketing, and calculating the cost-effectiveness of “tech marketing” versus other marketing techniques. The course will study virtual marketing, with an emphasis on surreptitiousness marketing. Students will develop a marketing plan that includes the latest technology and an advanced marketing original research component in order to illustrate the viability of the newest techniques for reaching and filling the needs of the consumer. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 669 Brand Product Management

This course presents a framework for planning, implementing, and evaluating brand development and maintenance. The course presents a thorough understanding of the connection between branding successes and failures and cultural awareness. It also examines the skills and tools needed to effectively leverage cultural trends into the brand’s overall marketing strategy. The course addresses the new product development process from idea and generation to commercialization. Students explore the use of consumer-based branding to build and sustain a brand. Emphasis is placed on examining how organizations can manage resources to maximize the opportunity for successful brand development. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 671 Project Management in Technology

Technology managers must organize, analyze, plan, implement, and control complex information technology projects, often while dealing with dynamic changes in both systems and user needs. Topics in this course include project management strategies and tactics, defining user needs and project scope, scheduling and budgeting, performance objectives, and control mechanisms. Topics include project life-cycle management and control methods such as PERT/CPM, Gantt charts, project management software, and project audits. This course includes both private and public sector considerations and legal and ethical issues related to project implementation. A case-study approach is employed in the course to help students test the application of tools and processes. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 672 Information Security and Privacy

From thwarting identity theft to protection of sensitive medical information, the need to guarantee information security and the consumer’s right to privacy has become a cornerstone of effective technology management. Students in this course cover various aspects of security in computing, including security threats and controls, basic cryptography and its applications, network intrusion detection and prevention, security administration and planning, anonymity and privacy, legal issues, protection, and ethics. Examples from a variety of private and public sector organizations are used to test concepts and assumptions throughout the course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 673 Systems Analysis and Design

Designed to provide an integrated business solution approach to systems overall, students in this course are introduced to the principles and techniques of systems analysis and design methods, with particular emphasis on information systems. The conceptual architecture of an information system, information systems framework, and conceptual building blocks are introduced. An appreciation of the multi-disciplinary approach needed for systems analysis and design will be gained through an understanding of information systems project sizing, structure, transaction analysis, user participation, performance criteria, and topologies and protocols required for a successful information systems project. Students will develop an analysis and design case study throughout the course to illustrate these concepts. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 674 Technology and Innovation

Just as technology itself is changing rapidly, the global environment within which business must operate is also changing quickly. This course provides students with the insight and discipline required to manage technology organizations effectively in an increasingly competitive global environment through the successful use of innovation and creativity. The course provides a coherent process for the formulation, implementation, and assessment of technology business strategy and presents a framework for the birth, growth, maturation, and decline of business innovation. Students will analyze the technology issues in various business sectors throughout the course and develop findings and recommendations to apply the lessons learned in a final case study. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 680 Sustainability and Organizations

In this course, the student will learn what sustainability is, how to measure sustainability, and how to implement sustainability actions. The student will create a personal definition of sustainability and learn about the importance of pluralism, systems thinking, resource conservation, and collaboration to foster sustainability. Through these activities, the student will begin to see how residences, communities, businesses, and cities might be (re)designed to create sustainable and healthy patterns of living. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 681 Managing Quality in Sustainability

This course focuses on the topic of quality management and how the practice of quality management may be used as a sustainable practice. Topics that will be explored within the course are six sigma, total quality improvement, total quality management, lean management,

benchmarking, and continuous quality improvement. Exploration of ISO 9000 standards towards environmental quality control will also be discussed. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 683 Eco Politics, Law and Regulation

This course explores the concept of global economic and population growth and how it impacts the ecological landscape. Topics discussed and explored will include the issues of government regulations and their effect on the natural environment. Students will also explore the balance of economic development and the ethical concerns that this development creates in respect to its effects on the natural environment. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 686 Sustainability Marketing

This course focuses on marketing principals and how they can be applied towards sustainability management. Topics that will be explored in the course include the use of advertising and promotions involving sustainability practices and examination of how sustainable practices impact marketing distribution channels and consumer behavior. Students will develop a marketing plan which will promote and utilize the marketing mix in regards to a sustainable operations task or product. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 690 Strategic Planning

Understanding the dynamic global environment for modern businesses requires that managers master the art of thinking globally and frameworks for acting locally. Strategic planning incorporates the use of mission, vision, and values to guide an organization. Analysis of the operating environment at a number of levels and assessment of directions and projections of what is required to meet those goals and objectives are components of this course. Students will develop an abbreviated strategic plan for an organization throughout this course. 3.00 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 691 Graduate Capstone Project

All students are required to complete a capstone final project to exhibit skills integration, analysis, and application in their field of study. This project can be a case analysis, development and application of a specific business tool, or other integrative project undertaken with approval from the instructor. The Graduate Capstone Project course is taken in the final semester and may be continued for a second academic period for 3.00 additional credits if the student's final project warrants. 3.00 credit hours. Prerequisites: MBA 500 Business Fundamentals and Final semester.

(MSN) MASTER OF SCIENCE IN NURSING

MSN 500 Theoretical Foundations for Nursing

The theoretical foundations for this nursing course focus on exposing the advanced practice nurse to a wide range of theory. The course will provide students with the basis for understanding, constructing, formulating, applying, and evaluating theory. It will also examine the role that theory plays in providing the scientific basis for nursing praxis. Selected theories and conceptual framework will be studied and critiqued for their utilization in terms of nursing knowledge development as they relate to practice and research. 3.00 credit hours. Prerequisite: MSN 560 Research Methods and Evidence-Based Practice.

MSN 520 Cultural Diversity in Healthcare

This cultural diversity course will focus on global healthcare issues and the need for cultural sensitivity, cultural awareness, cultural competency, cultural education, and cultural congruent care for diverse populations. Issues related to high risk, minority, and vulnerable individuals and societies will be addressed. Emphasis will be placed on addressing the physical, social, economical, political, environmental, and belief system of various diverse groups from both a national and a global perspective. The course will examine the impact and influence of culture on healthcare services. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 540 Current Issues in Nursing and Role Transition

This course is designed to provide a forum for the analysis of contemporary issues related to nursing and healthcare. Students will explore trends in clinical practice, regulatory and ethical issues, the problem of nursing shortages, healthcare finance and insurance policies, informatics, complementary and alternative healing, quality of care, healthcare rationing and economics, professional image and roles, and other areas that impact the delivery of nursing and healthcare in the United States and globally. This class provides the opportunity to clarify advance role transitions, acquisitions, and changes. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 560 Research Methods and Evidence-Based Practice

This course will teach research methods and designs, knowledge-based research techniques, evidence-based practice, outcome evaluation, and evaluation of research processes. Grant writing and national guidelines regarding human subject research will be covered. Students will be exposed to the critique of qualitative and quantitative research methods. Ethical issues in research and the value of nursing and healthcare research will be critically explored. In addition, students will be able to develop a research proposal or carry out a utilization review project. 3.00 credit hours. Prerequisite: MSN 500 Theoretical Foundations for Nursing.

MSN 580 Health Promotion Across Lifespan

This course presents an array of clinical case studies that give the graduate student the opportunity to assess and intervene in healthcare problems across their lifespan at the primary, secondary, and tertiary levels of healthcare. Key concepts such as healthy lifestyles, self-care, holisms, healing therapeutics, caring communication, critical thinking, diversity, healthcare technology, and nursing leadership and education will be addressed. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 600 Teaching/Learning Strategies

This course focuses on the fundamentals of teaching and learning by examining a variety of teaching, learning, and instructional designs and strategies. General principles, theories, and methodologies related to learning and instructional development will be addressed. Issues of learners' engagement and the process of incorporating best practices into the classroom will be examined. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 605 Technology and Principles of Nursing Education

This course examines the development and utilization of technology as applied to nursing education. Principles of effective teaching and learning in the traditional and online teaching-learning environment will be explored. Educational and patient care technologies affecting learner's outcomes in a variety of healthcare delivery environments for nurse educators will be discussed. Emphasis will be placed on online and non-traditional educational teaching settings and multicultural groups. Ethical and legal decision-making within the context of using technology for quality student and patient education will be addressed. 3.00 credits hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 609 Advanced Health Assessment

This course is an examination of the process of holistic assessment (physical, psychosocial, and cultural) of individuals across the lifespan. Focus is critical thinking and decision-making related to the role of the advanced practice nurse in a primary care setting. 4.00 credits hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 610 Health Policy and Management

This course focuses on the understanding of healthcare policy issues that impact decision-making and outcomes in nursing. The course explores healthcare delivery systems and issues which impact the delivery of healthcare and nursing at global, national, and state levels of government. Students will be exposed to the development, formulation, and appreciation of policies and economic issues influencing healthcare practice today. The course also examines topics such as the relationship between healthcare providers and patients, insurance policies, quality management, legislative liability issues, and other policy issues. Ethical decision-making within the context of quality healthcare will be addressed. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 615 The Nurse Educator Roles

This course is designed to assist graduate students in synthesizing knowledge, skills, research, technology, and experiences from previous teaching courses in relation to implementing the role of the nurse educator. Theories of effective teaching and the theoretical principles and concepts that apply to nursing education will be analyzed. Students will have the opportunity to assume the role of educator within a selected area of nursing or healthcare education. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 621 Advanced Pathophysiology

The course examines scientific concepts of pathophysiology essential to diagnostic reasoning and clinical management of common disease states. The dilemma of cost and need for laboratory and radiographic evidence to support diagnosis is examined. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 622 Pharmacotherapeutics for Advanced Practice

This course focuses on the pharmacodynamic and pharmacotherapeutic principles applicable to drugs frequently prescribed by advanced practice nurses in primary care settings. Federal and state regulations governing prescriptive authority and drug control are explored. 4.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 623 Adult Healthcare

The focus of this course is on synthesizing theoretical, scientific, and contemporary knowledge for the assessment and management of both health and illness states in adults with attention to gender, age, and ethnic variations. 4.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 560 Research Methods and Evidence-Based Practice, MSN 609 Advanced Health Assessment, MSN 621 Advanced Pathophysiology, and MSN 622 Pharmacotherapeutics for Advanced Practice.

MSN 624 Women and Infant Healthcare

The focus of this course is on synthesizing theoretical, scientific, and contemporary knowledge for the assessment and management of both health and illness states specific to women and infants. 4.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 560 Research Methods and Evidence-Based Practice, MSN 609 Advanced Health Assessment, MSN 621 Advanced Pathophysiology, and MSN 622 Pharmacotherapeutics for Advanced Practice.

MSN 625 Children and Adolescent Healthcare

The focus of this course is on synthesizing theoretical, scientific, and contemporary knowledge for the assessment and management of both health and illness states in the pediatric and adolescent populations. 4.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 560 Research Methods and Evidence-Based Practice, MSN 609 Advanced Health Assessment, MSN 621 Advanced Pathophysiology, and MSN 622 Pharmacotherapeutics for Advanced Practice.

MSN 626 Roles for Nurse Practitioners

This course examines the expanded roles of the advanced practice nurse in various primary care settings. Details of specific state and federal regulations are explored. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing and MSN 560 Research Methods and Evidence-Based Practice.

MSN 627 Geriatric Healthcare

The focus of this course is on synthesizing theoretical, scientific, and contemporary knowledge for the assessment and management of both health and illness states in the geriatric population. 4.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 560 Research Methods and Evidence-Based Practice, MSN 609 Advanced Health Assessment, MSN 621 Advanced Pathophysiology, and MSN 622 Pharmacotherapeutics for Advanced Practice.

MSN 630 Resources Management for Nurse Managers

This course will expose students to unique contemporary concepts essential to the management of individuals and corporate financial human resource issues. Concepts such as staffing, healthcare finance, insurance policies, labor relations, personnel and organizational management, employee benefits, business and management ethics, staff development and training, and risk management will be addressed. Clinical and administrative perspectives and theories will be explored as they relate to the role of a nurse manager in collaboration with providers. Framework for transition from first-line manager to executive positions will be discussed. Finally, students will critically examine several healthcare budget proposals. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 635 Curriculum Development and Evaluation

This course explores the praxis, philosophies, principles, theories, and strategies in planning, development, implementation, and evaluation of curriculum. Students will define, analyze, and design a mock curriculum model for an institution or for an organization that requires staff development. The model curriculum will be reviewed and critiqued to provide the student with an opportunity to appreciate curriculum development, evaluation, and revision. Other issues that will be addressed include accreditation, program review, course and class objective, course and program evaluation, and valid and reliable tools for learner's measurement of outcomes. 3.00 credit hours. Prerequisites: MSN

500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 640 The Nurse Manager and Leadership Role

This course will focus on effective management technique and exposes the students to various leadership styles and models. Organizational and decision-making techniques will be covered in this course. The role of the nurse as a change agent and in the management and administration of various healthcare organizations and providers will be addressed. The student will also examine the role of the nurse manager or administrator within the nursing administrative system, the healthcare or institutional system, our multicultural environment, and in society at large. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 645 Finance

An understanding of financial statements, expense and income recognition, matching expenses and income, financial projections, auditing requirements, working capital management, ratio analysis, reporting and disclosures for outside users, oversight and accountability, and regulatory responsibilities are covered in this course. The students also gain knowledge about how financial statements are derived from income and expense data in the organization as well as related compliance requirements that affect corporations today. Application of these principles in real-life business situations are used throughout the course. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 650 Research II or Scholarly Project

This course allows all students enrolled in the MSN program to expand on a creative topic, project, or area of nursing that is of interest to them. Students are encouraged to use the research process to implement a change project, grant writing, scholarly publishable paper, or research projects of their choice. The student will also have an opportunity to research the core competencies required for certification in their area of specialization. The research project or paper can be an extension of research of one course. All students will either complete a research process or write a scholarly publishable paper. In this course, students will develop their own learning objectives. 3.00 credit hours. Prerequisite: Final semester.

MSN 665 Healthcare Information Management

This course provides an overview of health information and technology practices from the nurse manager's perspective. The management of health information records, health information privacy and security policies (HIPAA), and the planning, development, and implementation of computerized electronic medical records will be addressed. Data storage, retrieval, processing, standards, and management will be components of this course. 3.00 credit hours. Prerequisites: MSN 500 Theoretical Foundations for Nursing, MSN 520 Cultural Diversity in Healthcare, MSN 540 Current Issues in Nursing and Role Transition, MSN 560 Research Methods and Evidence-Based Practice, MSN 580 Health Promotion Across Lifespan, and MSN 610 Health Policy and Management.

MSN 675 Graduate Capstone Practicum in Management

The capstone experience is the culminating experience of the graduate nursing program and provides the student the opportunity to synthesize and apply knowledge and competencies acquired from the core and track courses. All students enrolled in the MSN program management track are required to complete a final capstone practicum to exhibit mastery and expertise as a nurse manager. The student will complete a clinical practicum with a preceptor in the area of nursing management, administration, or leadership using the clinical preceptor's selection expectations and criteria. 3.00 credit hours. Prerequisite: Final course.

MSN 685 Graduate Capstone Practicum in Education

The capstone experience is the culminating experience of the graduate nursing program and provides the student the opportunity to synthesize and apply knowledge and competencies acquired from the core and track courses. All students enrolled in the MSN program education track are required to complete a final capstone practicum to exhibit mastery and expertise as a nurse educator. The student will complete a clinical practicum with a preceptor in the area of nursing education in academic or staff development using the clinical preceptor's selection expectations and criteria. 3.00 credit hours. Prerequisite: Final course.

CHANGES FROM PREVIOUS CATALOG (SEPTEMBER 2011)

New Programs

- ◆ Master of Science in Nursing With a Concentration in Family Nurse Practitioner (MSNFP)

Revised Programs

- ◆ Master of Science in Nursing With a Concentration in Nursing Education (MSNNE)
- ◆ Master of Science in Nursing With a Concentration in Nursing Management (MSNNM)

Programs No Longer Offered

- ◆ No changes

New Courses

- ◆ MSN 621 Advanced Pathophysiology
- ◆ MSN 622 Pharmacotherapeutics for Advanced Practice
- ◆ MSN 623 Adult Healthcare
- ◆ MSN 624 Women and Infant Healthcare
- ◆ MSN 625 Children and Adolescent Healthcare
- ◆ MSN 626 Roles for Nurse Practitioners
- ◆ MSN 627 Geriatric Healthcare

Courses With Revised Prerequisites

- ◆ MSN 500 Theoretical Foundations for Nursing
- ◆ MSN 520 Cultural Diversity in Healthcare
- ◆ MSN 540 Current Issues in Nursing and Role Transition
- ◆ MSN 560 Research Methods and Evidence-Based Practice
- ◆ MSN 580 Health Promotion Across Lifespan
- ◆ MSN 600 Teaching/Learning Strategies
- ◆ MSN 605 Technology and Principles of Nursing Education
- ◆ MSN 610 Health Policy and Management
- ◆ MSN 615 The Nurse Educator Role
- ◆ MSN 630 Resources Management for Nurse Managers
- ◆ MSN 635 Curriculum Development and Evaluation
- ◆ MSN 640 The Nurse Manager and Leadership Role
- ◆ MSN 645 Finance
- ◆ MSN 650 Research II or Scholarly Project
- ◆ MSN 665 Healthcare Information Management
- ◆ MSN 675 Graduate Capstone Practicum in Management
- ◆ MSN 685 Graduate Capstone Practicum in Education

Courses No Longer Offered

- ◆ No changes

Other Changes

- ◆ University Information: Changes to Key System Administrators, Campus Administrators, and Graduate Faculty
- ◆ Academic Information: Graduate Standards of Satisfactory Progress
- ◆ Financial Information: Withdrawal From University
- ◆ Student Services Information: State Organizations