



**HODGES**  
UNIVERSITY



*Earl and Thelma Hodges*

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# Hodges University

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Hodges University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to Award Associate, Bachelor's, and Master's Degrees.

## **GENERAL INFORMATION**

### **HISTORY OF THE UNIVERSITY**

Hodges University is a comprehensive institution of higher learning named after its benefactors, Earl and Thelma Hodges. Founded in January 1990 as International College, the College changed its name to honor the Hodges in May 2007 and moved to university status. Policies concerning the University are formulated by the Board of Trustees.

The University offers associate, baccalaureate, and master-level degree programs in a variety of disciplines. In addition to granting degrees, the University offers Continuing Education Programs such as instruction in English as a Second Language and lifelong learning classes for senior citizens. Specifically designed programs and special courses are also available to businesses and professional firms seeking instruction or personalized seminars.

The University is a non-profit, tax exempt institution, whose purpose is to provide post secondary education opportunities to students from the general Southwest Florida community in a traditional classroom setting and online educational opportunities for students in any location. The main campus of the University is located at 2655 Northbrooke Drive, Naples, Florida 34119 (telephone 239-513-1122).

An additional campus center was opened for classroom instruction in nearby Fort Myers in 1992. This campus, now located at 4501 Colonial Boulevard, Fort Myers, Florida 33966 (telephone 239-482-0019), is easily accessible from I-75, the main highway artery between Naples and Fort Myers. The University also establishes learning sites as the need arises. Currently, the University operates learning sites at South Florida Community College in Avon Park, the University Centers of Edison State College in Lee and Charlotte counties, Pasco-Hernando Community College in New Port Richey, Brooksville and Dade City, Immokalee at Jubilation and Florida Keys Community College in Key West.

### **ACCREDITATION, LICENSURE, AND RECOGNITIONS**

#### **ACCREDITATIONS**

Hodges University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award Associate, Bachelor's, and Master's degrees.

Hodges University has received specialized accreditation for its business and business-related programs through International Assembly for Collegiate Business Education (IACBE), Olathe, Kansas. The following degree programs are accredited by the IACBE: Bachelor of Science degrees in Accounting, Business Administration, and Management and the Master of Business Administration, Master of Public Administration, and Master of Science in Management.

#### **LICENSURE**

Hodges University is licensed in accordance with the Florida Statutes Title XLVIII, K-20 Education Code, Ch. 1000-1013. For further information about Hodges University, contact the department of Education in Tallahassee, Florida.

## **RECOGNITIONS**

The University is recognized by various Federal and State agencies that require official documentation for the recognition of student academic achievement. The University or the University's accreditation is recognized officially by the following agencies:

U.S. Citizenship and Immigration Services, Department of Homeland Security  
Florida Board of Accountancy  
Bureau of Educator Certification  
Florida State Approving Agency for Veterans Affairs

## **BENEFACTORS**

In 2007, International College was renamed Hodges University in honor of its main benefactors, Earl and Thelma Hodges. The Hodges have been long-time residents of Naples, and long-time supporters of Hodges University.

The contributions of Earl and Thelma Hodges are significant, spanning nearly 50 years of service in Southwest Florida. Their generous gifts of time, effort and funds have strengthened the business environment, the role of charitable organizations, and families.

The Hodges are perhaps best recognized as owners of the Earl G. Hodges Funeral Chapel in Naples, which provided more than 40 years of business and service to the local community. The Hodges have had a number of other successful business interests both in and out of state and have been actively involved in a countless number of local causes.

## **ENDOWMENTS**

### *The Lavern Norris Gaynor President's Chair*

Lavern Norris Gaynor, a member of the Hodges University Foundation Board of Directors and the initial recipient of the Hodges University Humanitarian of the Year Award, has generously established the Lavern Norris Gaynor President's Chair. Mrs. Gaynor is well known in the Naples Community for her philanthropy, as was her late husband, George Gaynor, whose name appears on the first building established at the Naples Campus. This is the first President's Chair to be endowed in the State of Florida. This endowment will provide continuing support for unique visionary opportunities established by the Office of the President.

### *The Johnson School of Business and the Johnson Endowed Professorship Fund*

Through a generous gift from the late Kenneth O. Johnson, the School of Business at Hodges University has been named the Johnson School of Business. Mr. Johnson was a founding member of the Hodges University Foundation Board and the American Military Veterans Educational Fund Committee, which provides scholarships to military veterans. Prior to his retirement, Mr. Johnson was a senior level executive in the Texas Oil Industry, and throughout his retirement, he continued to advise energy companies on business strategy. Mr. Johnson also provided funding for the Johnson Endowed Professorship Fund. This endowment will provide perpetual funding to facilitate faculty scholarly research and professional development in a variety of areas for faculty within the School of Business.

### *The Frances Pew Hayes Center for Lifelong Learning*

The late Frances Pew Hayes, the 2002 recipient of the Hodges University Humanitarian of the Year Award, was well known for her philanthropic support of children, the arts and education. Her legacy continues today through the Frances Pew Hayes Family Foundation, which has generously endowed the Center for Lifelong Learning, now named The Frances Pew Hayes Center for Lifelong Learning. This endowment will provide continuing support for exceptional lifelong learning programs.

## **PHILOSOPHY AND OBJECTIVES OF HODGES UNIVERSITY**

Hodges University is a private, non-profit, coeducational institution dedicated to the development of students as self-actualized persons and to providing education for students of all faiths, ages and life circumstances. Hodges University seeks to foster in its students measurable objective educational outcomes as a result of meeting its mission.

These educational outcomes are:

- \* Critical Thinking
- \* Effective Communication
- \* Initiative
- \* Leadership Ability
- \* Research Ability

Hodges University provides a learning environment that promotes an appreciation for:

- \* Adaptability to Change
- \* Social Responsibility
- \* A Global Perspective
- \* Excellence
- \* Lifelong Learning

Hodges University bases its educational programs on the following philosophy:

That Hodges University, as an open, creative and community-conscious educational institution, must fulfill its mission in the climate of a changing world. That each student, as a unique person, deserves a program of studies and varied experiences for personal growth without regard to race, color, gender, sexual orientation, religion, creed, national origin, political opinions or affiliations, disabled veteran status, disability, or age as provided by law and in accordance with the University's respect for personal dignity.

That Hodges University can best serve its students and the community by providing professional programs of study that afford life and career enrichment.

## **MISSION**

The Mission of Hodges University is to offer Associate, Baccalaureate and Graduate degrees as well as other programs that enhance the ability of students to achieve life or career objectives.

## **MISSION PRINCIPLES**

To achieve its Mission, Hodges University supports the following principles:

- Hodges University is a teaching institution that emphasizes the practical application and advancement of knowledge in career programs.
- Hodges University encourages scholarly activity among its faculty.
- Hodges University is a student-centered institution of higher learning that primarily focuses on the needs of adult learners.
- Hodges University provides contemporary and experiential delivery systems, including distance learning.
- Hodges University serves as an educational resource for Southwest Florida by providing a venue for community programs and services.
- Hodges University encourages and supports cultural diversity and inclusion.

## **LIBRARY**

The mission of the Hodges University Library is to support the University in providing the best educational programs possible, to provide assistance to faculty and students in accessing information both at the University and at remote sites, to provide opportunities for students to learn from many different information formats, and to provide life skills through access to information and resources.

The libraries at the Fort Myers and Naples campuses provide a physical and virtual library support system to all students and faculty, whether they are attending classes on campus, at a learning site, or taking courses online. The library subscribes to an extensive list of premier resources, both physical and electronic. These electronic resources include both general and subject specific databases that support the entire curriculum. The library's online catalog serves as a central access tool for print and electronic resources, including e-journals, e-books, electronic government documents, DVD's, and print materials.

As a result of the emphasis on electronic delivery of information, high priority is placed on training by the Library faculty. Information literacy programs and training are offered through scheduled classes, online research guides and tutorials, personal appointments and chat sessions through Ask A Librarian.

## **INFORMATION TECHNOLOGY DEPARTMENT**

The Department of Information Technology is dedicated to guiding the selection, procurement, development and implementation of innovative technological enhancements, to ensure a positive experience, and to provide exemplary customer service for the University community.

It is each student's responsibility to read, understand, and abide by the Acceptable Use of Technology Resources policies. These policies are provided to students during the orientation process and are available on the University website. These policies are strictly enforced and are subject to change without notice.

All students receive Hodges University email accounts their first semester. University faculty and staff email students exclusively through these accounts.

## **DISTANCE EDUCATION**

Distance Education initiatives at the University are supervised by the Director of Distance Education, who monitors the integration of online delivery methodology with the academic process. Selected courses and degree programs are offered online using the Blackboard Learning System™. Students taking online courses are required to take the Blackboard tutorial before they begin their courses.

Students taking online courses are required to take a proctored final exam. Exams may be proctored at the University campuses or learning sites, or by an approved proctor for those students who do not live near one of these locations. It is the responsibility of the students taking online courses to secure an approved proctor in a timely manner. Examples of approved proctors include employees at a library, another college, or a supervisor at work. It is the responsibility of the faculty members teaching online courses to approve proctors.

## **FINANCIAL ASSISTANCE PROGRAMS**

The Institution is in compliance with all requirements for eligibility to award Student Financial Aid under Title IV, Federal Higher Education Act (Financial Assistance). Currently, graduate students may be eligible for Federal Stafford Student Loans. If the student is eligible, an appropriate award package will be developed. Students selected for verification will be contacted by telephone, letter, or email within two weeks of submission of the student's financial aid paperwork. The Financial Aid Office will not disburse any financial aid funds to a student's account until the required documentation is received. The required documentation has to be received by the Financial Aid Office within 30 days of the student being notified. Failure to comply will make the student ineligible for financial aid until the paperwork is received.

Students are cautioned that all awards are made based on the availability of program funds to the University and accuracy of the information provided to determine financial aid eligibility. Reductions in funding programs, over which the University has no control, or changes in eligibility status due to the verification process, may amend initial awards. Students must maintain good standing and satisfactory progress toward completion of their respective program. (See “Standards of Academic Progress” listed herein.)

No students may receive financial aid if they owe a refund on any grant, are in default on any loan, or have borrowed in excess of established loan limits under Title IV financial aid programs at any institution or are enrolled in either an elementary or secondary school.

### **DIRECT LOANS**

The Direct Loan Program, available to eligible students, is a low-interest loan to help pay for the cost of education. Maximum loan limits, set by Federal law, are applied based upon the student’s yearly progress at the University.

Repayment of the Direct Loan generally begins six months after the student has graduated, left school, or dropped below a half-time class schedule.

There are two types of Direct Loans:

- Subsidized - Federal government pays the interest to the lender while the student is in school.
- Unsubsidized - Interest accrues from the date of origination and is the responsibility of the borrower.

Eligible students who are enrolled at least on a half-time basis may borrow funds under this program.

### **THE HODGES UNIVERSITY SCHOLARSHIP PROGRAM**

Hodges University offers private and institutional scholarships to assist and reward students financially. The goal of the Hodges University scholarship program is to supplement the resources of students to the extent possible to enable them to begin or to continue University studies. **All Hodges University students at the current Graduate Bulletin tuition rate may apply for a scholarship.** Donors may specify additional stipulations regarding eligibility.

For additional information on scholarships, students should contact the Financial Aid Office for application information. The Dean of Students serves as the Chair of the Hodges University Scholarship Committee; students may also contact the Dean of Students for personal advice concerning the scholarship process.

### **PRIVATE GRADUATE SCHOLARSHIPS**

Scholarships are provided to Hodges University students according to guidelines established, in most cases, by the sponsors. Applications must follow the guidelines prescribed by the sponsor.

#### **The Florida Institute of Certified Public Accountants (FICPA) Scholarship**

The Florida Institute of Certified Public Accountants (FICPA) Scholarship assists students who are enrolled in the MBA Program or the 5-year accounting track, and who are working toward qualifying to sit for the Florida C.P.A. exam.

#### **The Florida Bankers Educational Foundation**

The Florida Bankers Educational Foundation offers a \$2,500 (\$5,000 maximum total) scholarship loan/grant for graduate students who work for, or plan to work for, a Florida bank.

#### **Institutional Scholarships**

Institutional scholarships are provided by the University to encourage continuing students to undertake graduate studies.

### **The Graduate Courses Scholarship**

In order to encourage the pursuit and completion of a graduate program, Hodges University provides a special Graduate Courses Scholarship for students who have been awarded a bachelor's degree from Hodges University. All graduates of Hodges University Baccalaureate programs who are paying the full tuition rate will be granted a \$100 per credit hour scholarship on all graduate courses taken at Hodges University. An application for this scholarship is not required. Compliance is noted by the Business Office during registration.

### **STUDENT ACCOUNTS**

All student accounts are due and payable at the time such charges are incurred. University regulations prohibit registration, graduation, granting credit, taking of final examinations, or release of grades or transcripts for students whose accounts are delinquent.

### **REFUND POLICY**

The operating budget of the University provides for the engagement of faculty, expenses, and other annual provisions for management and physical facilities. The University anticipates its budget upon the collection of tuition charges for the full academic term from all accepted students. The withdrawal of a student does not decrease the expenses of the University to any substantial extent. In many cases, classes may have been closed to other students due to capacity. The refund policy has been established so that the student who registers for a class and then withdraws will share in the incurred costs. Refunds are made in a fair and equitable manner in accordance with the policies which follow.

### **STUDENT RESPONSIBILITY, REFUND APPEALS PROCESS**

It is the responsibility of the student to notify the Registrar's Office in writing if the student wishes to cancel or withdraw. Examples of the application of the following refund policy are available upon request in the Business Office. If the student wishes to appeal a calculation of a refund, the appeal is to be filed in writing with the Business Office for its review. If the appeal is not resolved at this level, the student may appeal in writing to the Vice President of Finance. If the appeal remains unresolved, the final appeal is to the Executive Vice President of Administration whose decision is final.

### **CANCELLATION POLICY**

Within 3 days of the date the student executes an enrollment agreement, he/she may cancel his/her enrollment and receive a full refund of any tuition or fees paid, minus the application fee, which is non-refundable.

### **FAILURE TO ENTER**

If the student does not enter classes, the full amount of any prepaid tuition is refundable. (Application fees are non-refundable). A student is considered to have entered a class if he/she attends a classroom session or participates in an online assignment.

### **DROP/ADD**

The first week of each term is the drop/add period. If the student wants to add or drop a class, the desired change must be communicated to the Registrar's Office by the end of the first week of the term. At the end of the first week of the term, the student's status will be permanent for the whole term, both in terms of charges for classes and in amount of financial aid eligibility. There are no refunds of charges for individual classes dropped after the first week.

## **WITHDRAWAL**

The student must report to the Registrar's Office to withdraw from the University. The date the student notifies the Registrar's Office of withdrawal is considered the date of withdrawal. Tuition and fees will be charged on a pro-rata basis (rounded up to the nearest 10%) through 50% of the trimester, plus an administrative fee of \$100. After 50% of the trimester, 100% of tuition and fees will be charged. A student may withdraw until the eleventh week of the semester.

## **PROCESSING OF REFUNDS**

Students who have received Title IV Federal Student Financial Assistance will also be subject to the Federal Return of Funds Policy. Students who withdraw during a term may owe the University after funds have been returned to Federal programs.

Refunds of tuition and/or other refundable charges due students will be made within forty-five (45) calendar days of the student's official date of withdrawal. Refunds for the student who fails to notify the University of withdrawal will be processed within the earlier of forty-five (45) calendar days from the day the University determines that the student has withdrawn or forty-five (45) calendar days from the end of the trimester. Refunds to students receiving Title IV Student Financial Assistance will be made in accordance with applicable regulations, and will be allocated in the following order:

- a. To eliminate outstanding balances on unsubsidized Direct Loans received by the student for the period.
- b. To eliminate outstanding balances on subsidized Direct Loans received by the student for the period.
- c. To eliminate any amount of other assistance awarded to the student under programs authorized by Title IV of the Higher Education Act for the period.
- d. To repay required refunds of other Federal, State or private institutional student financial assistance received by the student.
- e. To the student.

## **RESERVATIONS AS TO PROGRAMS AND CHARGES**

The University reserves the right to modify its tuition and fees; to add to or withdraw members from its faculty and staff; to rearrange its programs from time to time as teaching policies make it desirable; and to withdraw subjects, courses, and programs if registration falls below the required number. Any specific course requirements in any area may only be changed or waived by the Executive Vice President of Academic Affairs upon written request from the student for reasonable cause. Course substitutions may be made by the Executive Vice President of Academic Affairs or by the Graduate Program Committee. The total hours specified in each area of the degree or the program total are the minimum requirements for completion.

## **FAMILIARITY WITH UNIVERSITY REGULATIONS**

On or before entrance, each student is provided access to the Graduate Bulletin and various brochures and other publications which set forth the policies and regulations under which the University operates. It is the responsibility of the student to become familiar with these policies and regulations and to comply accordingly. Ignorance of or lack of familiarity with this information does not serve as an excuse for noncompliance or infractions.

All applicants for residency classes/programs must have legal status in the United States, either by birth, citizenship, or appropriate INS documentation. All applicants for online programs must have legal status in the country in which they reside.

## **NOTICE OF NONDISCRIMINATION**

Hodges University does not discriminate on the basis of race, color, national origin, sex, disability or age in the provision of educational opportunities or employment opportunities and benefits. Hodges University does not

discriminate on the basis of sex or disability in the education programs and activities that it operates, pursuant to the requirements of Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, respectively. This policy extends to both employment by and admission to Hodges University. Inquiries concerning Title IX, Section 504, or the Americans with Disabilities Act should be directed to the ADA Coordinator, Dr. Micki Erickson, Hodges University, 2655 Northbrooke Drive, Naples, FL 34119, 239-513-1122. Charges of violations of this policy should also be directed to the ADA Coordinator, Dr. Micki Erickson, Hodges University, 2655 Northbrooke Drive, Naples, FL 34119, 239-513-1122.

### **STUDENT RECORDS**

All educational records of students enrolled at the University are maintained in accordance with the provisions of the Family Educational Rights and Privacy Act of 1974, Public Law 93-380, as amended. Students may inspect their educational records at any time; however, signed official transcripts from other schools become the property of the University and are not released to the student or a third party. A student desiring a copy of his/her former school records must contact the former school and request a student copy.

Student consent is required for the release of records covered by the Act to outside parties (i.e., prospective employers), except for those agencies entitled to access under the provisions of the Act (i.e., University officials, federal educational and auditing officials, and requests related to the application for, or receipt of, financial assistance). Release of directory information does not require student consent and includes the name, address, email address, telephone number of the student, date of birth, student ID number, major field of study, dates of attendance, degrees and awards received, enrollment status, any photo or video a student appears, and most recent previous educational agency or institution attended. Particular questions concerning students' rights under the Act should be directed to the Registrar's Office.

### **INTERNATIONAL STUDENTS**

When international students apply for admission in a program approved by U.S. Citizenship and Immigration Services (USCIS), official transcripts of completed secondary and applicable post secondary credits are required along with an evaluation by a professional agency and/or translation if necessary. The expense for this service is the responsibility of the student. These transcripts must include specific dates of school attendance, courses taken during each year of attendance, credit hours and grades received from each course. All international students enrolling in any program must provide evidence of a successful command of English as determined by the following: a minimum score of 61 on the TOEFL iBT or a passing score on any assessment examinations used by Hodges University. A Form I-20 (Certificate of Eligibility for Non-immigrant (F-1) Student Status for Academic and Language Students), issued in SEVIS, will be sent to the applicant upon acceptance, receipt of a notarized Affidavit of Support, and pre-payment of full-time fees and tuition for at least one academic term. The international student should first contact the University for approved programs of training since certain listed programs may not be available for foreign applicants. A non-refundable application fee of \$50 is required for international applicants. With the above exceptions, the conditions for admission of international students are identical to those for United States citizens.

### **TRANSIENT STUDENTS**

Students in good academic standing and enrolled in graduate programs at other post secondary institutions may enroll at Hodges University for specific course work. The regulations of the primary college or university will apply and verification of credit acceptance must be obtained prior to enrollment. Transient students must provide a statement of good standing from their primary institution along with a letter granting permission to enroll in certain courses which must be approved by the appropriate Graduate Program Director.

### **CLASS AUDIT REFRESHER EDUCATION (CARE)**

CARE - Class Audit Refresher Education - is a program designed to upgrade students who have successfully completed courses taken at Hodges University or are graduates of the University. CARE allows a former student to

take refresher courses in subjects studied at Hodges University with no tuition charge. Book charges and fees remain in place. The courses will allow students to sharpen or enhance skills and to remain current in new technologies in a changing world. To qualify, a student must have successfully completed the course he or she wishes to audit. As technology and new theories are constantly changing, this is a benefit to both students and to their current employers. There is no time limit nor limit to the number of courses that a student may take. Students interested in taking refresher classes should contact the Registrar's Office.

## ACADEMIC POLICIES AND INFORMATION

### THE OFFICE OF ACADEMIC AFFAIRS

The Office of Academic Affairs is responsible for the general oversight of all academic programs, including registration activities. The Executive Vice President of Academic Affairs oversees the academic programs and faculty, and the Vice President of Student Records Management oversees class schedules and registration policies and procedures.

### GRADUATE GRADING POLICY

Academic achievement is based on the following grading system:

<u>Grade Evaluation</u>		<u>Grade Points per Credit Hour</u>
A	Superior Performance	4
B	Satisfactory Performance	3
C	Below Average Performance	2
D	Unacceptable Performance	1
F	Failure	0
WF	Withdraw Failing	0
WP	Withdraw Passing	Not Calculated
P	Pass	Not Calculated
S	Satisfactory	Not Calculated
U	Unsatisfactory	Not Calculated

### GRADE APPEALS AND GRADE CHANGES

Students dissatisfied with their grades should first contact their instructor and if the dispute cannot be resolved at this level, students should then contact their Program Chair, Director or Dean. If the issue still remains unresolved, then students may fill out an Academic Petition through the Registrar's Office to have their grade appeal reviewed by the Executive Vice President of Academic Affairs. The decision of the Executive Vice President of Academic Affairs is final.

Grade changes are approved by the Executive Vice President of Academic Affairs upon recommendation of the faculty. Grade changes must be resolved and recorded during the term immediately following the term the original grade was earned. No grades will be changed following graduation.

### STANDARDS OF ACADEMIC PROGRESS

#### ***1. Maximum Program Length***

Students must complete their graduate program of study within five years of the date of first enrollment.

#### ***2. Minimum Academic Achievement***

Graduate students must maintain an overall GPA of 3.0. No grades below a "C" will count toward graduation requirements, but all grades will be computed in the overall grade point average. Failure to maintain a GPA of 3.0 will result in the student being placed on Academic Probation.

#### ***3. Probation***

All students placed on Academic Probation will be counseled by the Office of Academic Affairs. A student placed on Academic Probation will have the subsequent term to achieve a 3.0 cumulative GPA. If the student does not achieve a 3.0 GPA by the end of the subsequent term, the student will be suspended.

#### **4. Suspension**

A student placed on Academic Suspension may not return for further study for at least one term, during which time a written request to reenter must be submitted to the Graduate Program Committee for their recommendation to the Executive Vice President of Academic Affairs. Only upon written confirmation of approval to reenter from the Executive Vice President of Academic Affairs may the student return to classes. Only those students whose GPA could be improved to 3.0 will be considered for reentry. The student's status, upon reentry, will be Final Academic Probation. If the student does not achieve a 3.0 GPA by the end of the Final Academic Probation term, the student may be dismissed.

#### **5. Dismissal**

Dismissal is a final action and a student who has been dismissed is not permitted to reenter the University.

### **ACADEMIC INTEGRITY**

Essential to the process of education, academic honesty is required of all students. Cheating on examinations or plagiarizing are serious offenses, contrary to policy, and could result in cause for dismissal. Students are required to sign an Academic Honesty Policy during the orientation process.

#### **ACADEMIC GOOD STANDING**

A graduate student is considered to be in good academic standing if he/she maintains a minimum institutional grade point average of at least a 3.0 and completes his/her program of study within five years of the date of first enrollment.

#### **INSTITUTIONAL GOOD STANDING**

Students are expected to possess a character that adheres to common acceptable standards of good conduct. Examples of situations that have an impact on good conduct include but are not limited to:

- \* Not delinquent in tuition and fees due to the University.
- \* Not in default in any federal loan program.
- \* Never been subjected to any disciplinary action by the University.
- \* Never been convicted of a felony.
- \* Not listed on any official source as a sexual offender and/or predator.

### **ATTENDANCE REQUIREMENTS**

Students are required to attend each class session unless conditions over which they have no control prevent their being present. Excessive absences, excused or unexcused, may cause the student to be withdrawn from the class. The University is in session throughout the year except for holidays and vacations as listed on the Academic Calendar. Summer class offerings are available for students who choose to attend and accelerate their program.

If a student does not attend the first two weeks of a class, he/she will be automatically dropped from that class by the Registrar's Office.

### **TRANSFER CREDITS**

Acceptance of graduate transfer credits is contingent upon applicability to the program and may only be approved by the Graduate Program Committee. No more than 9 semester hours of credit may be accepted subject to the following restrictions:

1. Transfer credits must be completed within the previous five (5) years at an accredited institution with a grade of "B" (3.0) or higher. "Pass or Satisfactory" grades will not be accepted for transfer.

2. Graduate credit based upon internships, externships, portfolio, or other experiential learning bases will not be considered for transfer.
3. Graduate credits earned after entry into the program will not be considered for transfer.
4. Courses accepted for transfer must be relevant to the program and equivalent to specified program courses, as judged by the Graduate Program Committee.

Transfer credits will not be considered for courses that are offered at the University in an accelerated wheel format.

### **SEMESTER HOUR OF CREDIT**

A semester hour of credit is equivalent to approximately 15 lecture class hours of instruction with appropriate out-of-class study. Laboratory hours count a minimum of 30 class hours as equal to one semester hour of credit and internships count 45 class hours to equal one semester hour credit. A class hour of instruction is a 50 minute period.

### **ACADEMIC LOAD**

A graduate student taking nine or more credit hours in an appropriate program is defined as a full-time student. A normal course load for full-time graduate students is three courses (9 credits). Students wishing to take additional courses must obtain permission from their Graduate Program Director.

### **ACADEMIC PROGRAM PLANNING**

The student and graduate advisor will prepare a detailed *Approved Program of Study* to guide each student to successful program completion in a timely manner. The *Approved Program of Study* will become part of the student's official academic records. Changes to the *Approved Program of Study* require the approval of the Program Director/graduate advisor.

Registration occurs prior to the beginning of each term. New students receive academic advisement and register with the Registrar's Office. Continuing students register online with recommendations from their Program Director or Academic Advisor in the Registrar's Office approximately one month in advance of the last day of the semester. It is the responsibility of the student to follow the correct course of study as listed herein. Students who do not register during posted registration dates may be subject to a late registration fee.

### **COURSE WAIVER POLICY**

A required course, or courses, may be waived by the Program Chair/Director if evidence of substantially equivalent academic preparation is provided and program degree credit hour requirements are not reduced.

### **REPETITIONS AND WITHDRAWALS**

Repeat grades may be substituted for previous grades of C, D, or F in the calculation of a student's cumulative grade point average for the equivalent of 6 semester hours.

All courses receiving grades (including repeated courses) will be counted as courses (credits) attempted for calculating percentage completion rates and cumulative grade point average for the two times permissible. Under no circumstances may a student extend as a regular active student beyond one and one half time (150%) the normal program length of a program in order to complete that program.

Withdrawals may receive either a "WP" or "WF" grade. A "WP" grade may be issued for withdrawals within the first six weeks of a trimester and does not carry a grade point value. "WP" grades may also be issued for documented extenuating or mitigating circumstances that have been approved by the Academic Committee or the Executive Vice President of Academic Affairs. A "WF" grade is given to a student who withdraws from a course after the sixth week and before the eleventh week of the trimester and carries a grade point value of "0".

The credit values of “WP” and “WF” grades will be counted as part of the credits attempted at each of the evaluation points in the Successful Course Completion scale.

### **MITIGATING CIRCUMSTANCES**

The Academic Committee or the Executive Vice President of Academic Affairs may waive interim satisfactory progress standards for occurrences beyond the control of the student. Documentation of the extenuating mitigating event and the demonstration by the student of the adverse effect on the student’s academic progress must be provided.

### **TRANSCRIPT INFORMATION**

Upon written application by the student to the Registrar’s Office, the University will furnish transcripts of each student’s scholastic record. These transcripts will state, “issued to student.” No transcript may be issued for a student who is in arrears. Official transcripts requested by students to be sent to other educational institutions are not given to students or mailed to private addresses, but are mailed directly to the institutions. During peak periods, particularly at the end of each trimester, there may be a two-week delay. Transcripts are processed in the order in which requests are received.

### **INSTRUCTIONAL METHODOLOGY**

The graduate faculty utilizes a variety of instructional methods, including traditional classroom lecture sessions, readings, classroom discussion, online discussions, student facilitation, interactive learning, computerized learning resources, case studies, research projects, team activities, simulations, and cohort online study activities. The objective of employing varied instructional methods is to enrich the student with multiple approaches to understanding and solving problems that are encountered in the workplace.

### **FACULTY-ASSISTED COURSES**

Courses listed in the Graduate Bulletin may be offered in a tutorial setting when approved by the Program Director. Weekly sessions are held with an assigned faculty member with a minimum of a midterm and final evaluation required.

### **WRITING SAMPLE**

The Graduate Admissions process requires an applicant to complete a writing sample. Students who do not achieve a satisfactory mark on the writing sample are required to enroll in ENG5210, Professional Writing, which may increase the number of credits the applicant will be required to complete for his/her degree requirements.

### **MULTIPLE DEGREES**

Additional master’s degrees may be awarded to a student who has completed all of the requirements for all degrees. Students must complete all of the requirements for the first degree, and a minimum of 12 additional credits for each additional degree thereafter.

### **GRADUATION**

Commencement exercises are held once a year. All students completing their degree requirements are included in the graduating class of that year. All students receiving degrees are expected to participate in the commencement exercises. All graduates must fulfill all financial obligations, including tuition charges, fees, and other expenses, before the degree is granted. All students must pay the graduation fee in order to receive their transcript or degree. It is each student’s responsibility to notify the Registrar’s Office by filling out an “Intent to Graduate” form at the beginning of his/her last trimester.

Graduates of all programs must successfully complete all degree components with a minimum grade of “C” in all course work and achieve an overall GPA of 3.0. Graduates must also complete a Professional Portfolio which will be graded on a pass/fail basis.

**GRADUATION WITH HONORS**

Students enrolled in degree programs who have earned the required credits for graduation with the following grade point averages are entitled to the appropriate honors: 3.50-3.75, cum laude; 3.76-3.89, magna cum laude; 3.90 and above, summa cum laude.

## **ACADEMIC PROGRAMS**

Admissions requirements for each graduate program are included in the program description. The University does not accept applicants with a felony record or registered sexual predators or offenders into its programs of study. The University reserves the right to deny admission to an applicant when such action is deemed to be in the best interest of the applicant or the University.

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **MBA PROGRAM DESCRIPTION**

The Master of Business Administration (MBA) is a general business professional degree program, intended to prepare graduates for managerial roles in business and non-profit enterprises. Graduates of the program will be equipped with the knowledge and skills required to lead and contribute to organizational success at the executive level. Mastery of the critical competencies such as planning, decision making, environmental scanning, financial analysis, marketing, global business, and business research are included in the MBA program of study. MBA graduates are required to successfully complete prescribed course work in the three degree component areas of Common Body of Knowledge, Business Core, and Electives/Concentrations, and satisfactorily complete the MBA Comprehensive Examination, and Professional Portfolio. The MBA Program can be completed in an online format, an in-class format, or a combination of both.

Students entering the MBA Program are automatically entered into the Traditional MBA Track. However, students desiring to specialize in information systems management may select the Information Technology MBA Track. This track provides the rigor of a traditional MBA program and allows students to concentrate on the management of information systems.

#### **MBA ADMISSION REQUIREMENTS**

The MBA Program is comprised of advanced academic course work and, therefore, admission is only granted to applicants who display a high probability of success in graduate level study. Eligibility for admission is determined by the Graduate Program Committee, based on prior academic performance, MBA Admissions Test results, and/or other relevant demonstrations of preparation for graduate study.

Admission to the MBA Program requires the following:

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable results on the MBA Admissions Test; and
6. Two letters of recommendation.

#### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience or other extenuating factors may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is

not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

## **MBA PROGRAM OF STUDY**

### **Common Body of Knowledge Component (CBK) - 18 Credits**

The Common Body of Knowledge (CBK) courses are designed to provide a basic foundation of academic preparation for advanced course work. The CBK courses assume that the student has little or no prior academic preparation in each area of study. The CBK courses are considered minimum preparation in introductory business before advanced study may proceed. Completion of CBK courses demonstrates the student's proficiency in six areas of business knowledge. Students demonstrating specific competencies in undergraduate course work or demonstrating the ability to successfully complete an examination covering the fundamentals in the required subject area, may be granted waivers for courses in the CBK component. Equivalency waiver requirements are shown under *CBK Waiver Policy*.

### **Business Core Component - 18 Credits**

The Business Core courses include several advanced business courses constituting a core set of advanced business competencies required of all MBA graduates. Business Core courses are designed to develop competencies which the business community requires of MBA graduates and skills that differentiate the MBA graduate as an executive level decision maker. Students will then select to complete either the Traditional MBA Track or the Information Technology MBA Track along with a concentration and/or electives as needed.

### **Traditional MBA Track – 9 Credits**

Students entering the MBA program are automatically entered into the Traditional MBA Track. Students selecting the Traditional MBA Track will complete the Business Core courses and three advanced level business courses constituting a core set of business competencies required of all MBA graduates. Upon successful completion of all Business Core and Traditional MBA Track courses, the student is eligible to sit for the required MBA Comprehensive Exam.

### **Elective Component - 3-9 Credits**

The MBA Elective courses provide the student with an opportunity to strengthen his/her academic preparation in specific areas of business and management. The Elective Component is designed by the student and faculty advisor to meet the individual needs of the student.

### **Concentration Component Alternative - 9 Credits**

As an alternative to electives, or in partial fulfillment of the Elective Component, students may declare an area of concentration where they wish to develop special expertise to fulfill personal or career interests. A concentration requires a total of 9 credits in the concentration, beyond the required core courses.

### **Information Technology MBA Track - 9 Credits**

This track provides the rigor of a traditional MBA program and allows students to concentrate on the management of information systems. Students selecting the Information Technology (IT) MBA Track will complete the Business Core courses and three advanced level Management Information Systems core courses. Upon successful completion of all Business Core and Information Technology MBA Track courses, the student is eligible to sit for the required MBA Comprehensive Exam.

### **Information Technology MBA Track Electives - 9 credits**

Students selecting the Information Technology MBA Track must also select the Information Technology MBA Track elective component and complete a minimum of three courses to complement the core. The Information Technology MBA Track Elective courses provide the student with an opportunity to strengthen his/her academic preparation in specific areas of information systems management. The Elective Component is designed by the student and faculty advisor to meet the individual needs of the student.

**MBA DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Business Administration degree, candidates must:

1. Be admitted to the MBA Program; and
2. Complete 36-54 credit hours in accordance with the terms set forth in the student’s Approved Program of Study.
3. Successfully complete the MBA Comprehensive Examination; and
4. Successfully complete a Professional Portfolio; and
5. Meet all program requirements within five years of initial enrollment; and
6. Satisfy all financial obligations with the University.

Note 1: The last 27 semester credits must be completed at Hodges University.

Note 2: In cases where students have previously completed equivalent course work with a grade of “B” or better, the Graduate Program Committee may waive up to 18 credits of Common Body of Knowledge (CBK) course work.

		<u>Semester Hour Credit</u>
	<b><u>Common Body of Knowledge Component (CBK)</u></b>	
ACG5025	Financial Accounting for Managers	3
ECO5705	Managerial Economics	3
ISM5021	Management Information Technology	3
MAN5055	Management Processes	3
MKT5815	Marketing Management	3
QMB5305	Statistics for Managers	3
<b>OR</b> GEB5200	Business Administration Management Concepts & Theory	3
	<b>Total Common Body of Knowledge Component</b>	<b>3-18</b>
	<b><u>Business Core Component</u></b>	
ECO6705	Applied Economics	3
FIN6406	Financial Analysis for Management	3
GEB5226	Research Methods	3
MAN6107	Executive Leadership	3
MAN6601	Global Dimensions of Management	3
GEB6895	Strategic Business Management	3
GEB6001	Professional Portfolio	0
GEB6999	MBA Comprehensive Exam	0
	<b>Total Business Core Component</b>	<b>18</b>

All MBA students must complete the Business Core Component, take the comprehensive examination, and complete the professional portfolio. Students will select either the Traditional MBA Track or the Information Technology MBA track listed below.

		<u>Semester Hour Credit</u>
<b>A.</b>	<b><u>Traditional MBA Track</u></b>	
BUL6445	Legal Environment of Business	3
GEB6376	Professional Ethics, Social Responsibility and Diversity	3
MKT6816	Strategic Marketing Methods	3
	<b>Total Traditional MBA Track</b>	<b>9</b>
	<b><u>Elective/Concentration Component</u></b>	<b>3-9</b>
	Electives may be selected from current MBA courses upon approval from the student’s Program Director and/or Academic Advisor.	

**Semester Hour Credit**

**Concentrations (9 credits)**

Concentrations are fulfilled by taking at least three advanced courses in the concentration discipline.

	<b>Accounting</b>	
ACG6010	Accounting, Tax, and Financial Research Techniques	3
	<i>and select <u>two</u> of the following:</i>	
ACG6000	Accounting Trends and Techniques	3
ACG6020	Forensic Accounting	3
ACG6030	International Accounting	3
ACG6040	Government and Not for Profit Accounting	3

	<b>Finance</b>	
ACG6010	Accounting, Tax, Financial Research Techniques	3
	<i>and select <u>two</u> of the following:</i>	
FIN6500	Banking Principles and Theory	3
FIN6605	International Financial Management	3
FIN6816	Investment Management	3

**Information Technology**

Three approved 5000 or 6000 level CIT or ISM courses of the student's choice. Students must meet all prerequisites.

**International Business**

*Select three of the following:*

ECO6825	Economic Impact of Global Commerce	3
FIN6605	International Financial Management	3
GEB6007	Seminar in Business Intelligence	3
GEB6600	Global Environment and Latin America	3
MKT6830	International Marketing	3

**Management**

MAN6930	Seminar in Management	3
	<i>and select <u>two</u> of the following:</i>	
MAN6130	Management Communications	3
MAN6245	Managing Organizational Behavior	3
MAN6311	Management of Human Resources	3
MAN6603	Operations Management	3

**Marketing**

MKT6930	Seminar in Marketing	3
	<i>and select <u>two</u> of the following:</i>	
GEB6007	Seminar in Business Intelligence	3
MKT6700	Marketing Research	3
MKT6830	International Marketing	3

**Public Administration**

9

Three approved 5000 or 6000 level Public Administration courses of the student's choice. Students must meet all prerequisites.

**Minimum Elective/Concentration Component  
Total Semester Hours Required for Graduation**

**3-9**

**36-48**

		<u>Semester Hour Credit</u>
<b>B.</b>	<b><u>Information Technology MBA Track</u></b>	
ISM5120	IT Policy & Strategy	3
ISM6124	Integrating the IT Function	3
CIT6130	Legal & Ethical Aspects of Computing	3
	<b>Total Information Technology MBA Track</b>	<b>9</b>
	<b><u>Information Technology MBA Track Electives</u></b> <i>(choose any 3 with approval of Academic Advisor)</i>	
ISM5310	E-Commerce	3
ISM5610	Project Management	3
ISM6122	Integrating the Enterprise	3
ISM6126	Integrating Information Technologies	3
ISM6128	Integrating & Securing the Infrastructure	3
ISM6950	Issues & Trends in IT Management	3
	<b>Total Information Technology MBA Track Electives</b>	<b>9</b>
	<b>Total Semester Hours Required for Graduation</b>	<b>36-54</b>

### CBK WAIVER POLICY

A maximum of 18 credits of CBK course work may be waived by the Graduate Program Committee if the student has completed preparatory undergraduate course work with a grade of “B” or higher from an accredited institution within the past eight years. Course waivers will only be considered if the student has met the minimum equivalency requirements shown below:

	<u>CBK Courses</u>	<u>Minimum Waiver Requirements</u>
ACG5025	Accounting for Managers	6 credits of accounting principles
ECO5705	Managerial Economic	6 credits of micro/macroeconomics
ISM5021	Management Information Systems	3 credits of management information systems or 6 credits of any CIS/CIT/MIS
MAN5055	Management Processes	3 credits of management principles
MKT5815	Marketing Management	3 credits of marketing principles
QMB5305	Statistics for Management	3 credits of introductory statistics

Students who do not meet the minimum equivalency requirements are eligible to take GEB5200 Business Administration Concepts & Theory to satisfy the CBK requirements as determined by their Program Director or Academic Advisor.

### MEANS OF EVALUATING STUDENT ACHIEVEMENT

Achievement of course objectives will be measured by examinations, projects, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by a successful completion of a comprehensive examination and a Professional Portfolio.

### COMPREHENSIVE EXAMINATION

The comprehensive examination for the MBA students is an important element for measuring the quality of the program. The MBA comprehensive examination measures the comprehension and integration of every core course in the MBA degree.

**ESTIMATED DEGREE COMPLETION TIME**

A full-time student may complete the MBA Program within six terms (two calendar years). Those students who qualify for maximum CBK course waivers may complete the program in as little as four terms.

## **MASTER OF INFORMATION SYSTEMS MANAGEMENT (MIS)**

### **MIS PROGRAM DESCRIPTION**

The Master of Information Systems Management (MIS) is designed as a comprehensive and contemporary study of the management and utilization of the various aspects of information systems. The program is geared toward students who have an interest and/or experience in the field of information systems and who have a desire to take advanced or graduate level courses to improve their education, enhance their opportunities for advancement, or better prepare for a career change. Concentrations are offered to allow the student to focus on specific interests or types of information systems.

### **MIS ADMISSION REQUIREMENTS**

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable GRE or GMAT scores or the MIS Admissions Test; and
6. Acceptable results on the CAPI000 test-out or college course equivalent; and
7. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the entire risk for Conditional Admission and there will be no appeal of the Graduate Program Admissions Committee's findings.

### **MIS PROGRAM OF STUDY**

The MIS Program consists of five components: Common Body of Knowledge (CBK) courses, Core courses, Integration courses, Concentration courses, and Capstone course. Depending upon the concentration chosen, the entire degree can be completed online. Local students may also be able to complete some of the courses in the classroom. Most, but not all, concentrations can be completed online; local students will have a wider range of options. The CBK courses are designed to provide a basic foundation of academic preparation for advanced course work, and assume that the student has little or no prior academic preparation in the area of study. The CBK courses are considered minimum preparation before advanced study may proceed. Students who have demonstrated specific competencies in undergraduate course work may be granted waivers for courses in the CBK component. Equivalency waiver requirements are shown under the CBK Waiver Policy.

### **MIS DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Information Systems Management, the candidate must:

1. Complete 6 semester hours of Common Body of Knowledge (CBK) courses with no grade below a “C” OR satisfy the CBK waiver policy; and
2. Complete 30 semester hours of required courses. Graduate GPA must be 3.0 or higher, with no course grade below a “C”; and
3. Receive a grade of “B” or better in the MIS capstone course (ISM 6950), completing the MIS Professional Portfolio; and
4. Meet all program requirements within five years of initial enrollment; and
5. Satisfy all financial obligations with the University.

Note: The last 21 semester credits must be completed at Hodges University.

### **MIS ACADEMIC COURSE STRUCTURE**

Graduates of the MIS program must successfully complete the following degree components with a minimum of C in all course work with an overall GPA of 3.0.

		<u><i>Semester Hour Credit</i></u>
	<b><u>Common Body of Knowledge (CBK) Component</u></b>	
ISM5021	Management Information Systems	3
ISM5610	Project Management	3
	<b>Total CBK Component</b>	<b>3-6</b>
	<b><u>MIS Core Component</u></b>	
ISM5120	IT Policy & Strategy	3
ISM5620	Advanced Project Management	3
CIT6130	Legal & Ethical Aspects of Computing	3
	<b>Total MIS Core Component</b>	<b>9</b>
	<b><u>MIS Integration Component</u></b>	
	Choose <u>three</u> of the following:	
ISM6122	Integrating the Enterprise	3
ISM6124	Integrating the IT Function	3
ISM6126	Integrating Information Technologies	3
ISM6128	Integrating & Securing the Infrastructure	3
	<b>Total MIS Integration Component</b>	<b>9</b>
	<b><u>MIS Concentration Component</u></b>	<b>9</b>
	Three courses (at least one advanced) are required. Courses must be chosen with and approved by the Graduate Program Director. Note that not all concentrations can be completed online. Students may propose their own concentration, requiring approval by the Graduate Program Director. The approved concentrations are as follows:	
	<b>Information Assurance (ISM 6128 required as an integration course)</b>	
ISM5830	Information Systems Security Compliance	3
	Choose <u>two</u> of the following (at least <u>one</u> CIT course):	
CIT6221	Designing the Secure Network	3
CIT6540	Software Systems Security & Privacy	3
ACG6020	Accounting Forensics	3
GEB6007	Seminar in Business Intelligence	3

		<u>Semester Hour Credit</u>
	<b>IT Management</b>	
CIT5521	System Analysis & Solution Architectures	3
CIT6211	Managing Voice Data & the Mobile Network	3
	<i>Choose <u>one</u> of the following:</i>	3
ISM5310	E-Commerce	
ISM61xx	Integration Elective	
	<b>Network Management</b>	
	(networking experience and/or related undergraduate degree required)	
ISM5200	Principles of Operating Systems	3
CIT6211	Managing Voice Data & the Mobile Network	3
CIT6221	Designing the Secure Network	3
	<b>Software Systems</b>	
	(software development experience and/or related undergraduate degree required; ISM6126 required as an integration course)	
CIT5521	System Analysis & Solution Architectures	3
CIT5531	Software Engineering	3
	<i>Choose <u>one</u> of the following:</i>	
CIT6531	Object-Oriented Systems Development	3
CIT6540	Software Systems Security & Privacy	3
CIT6590	Software Systems Development Seminar	3
	<b>Business Systems</b>	
MAN5055	Management Processes	3
MAN/GEB 6xxx	Management/Business Elective	3
	<i>Choose <u>one</u> of the following:</i>	3
ISM5310	E-Commerce	
MAN/GEB5/6xxx	Management/Business Elective	
	<b>Criminal Justice</b>	
MCJ5/6xxx	Criminal Justice Elective	3
MCJ5/6xxx	Criminal Justice Elective	3
MCJ6xxx	Criminal Justice Elective	3
	<b>Financial Systems</b>	
FIN6406	Financial Analysis for Management	3
FIN5/6xxx	Finance Elective	3
FIN5/6xxx	Finance Elective	3
	<b>Health Administration</b>	
HSA5205	Evaluation and Management of Healthcare	3
HSA6xxx	Healthcare Elective	3
ISM5830	Information Systems Security Compliance	3
	<b>Marketing</b>	
MKT5815	Marketing Management	3
MKT6xxx	Marketing Elective	3
	<i>Choose <u>one</u> of the following:</i>	3
ISM5310	E-Commerce	
MKT5/6xxx	Marketing Elective	

		<u>Semester Hour Credit</u>
<b>Public Administration</b>		
PAD5055	Management Processes	3
PAD5/6xxx	Public Administration Elective	3
PAD5/6xxx	Public Administration Elective	3
<b><u>MIS Capstone Component</u></b>		
ISM6001	Professional Portfolio	0
ISM6950	Issues & Trends in IT Management	3
<b>Total MIS Capstone Component</b>		<b>3</b>
 <b>Total Semester Hours Required for Graduation</b>		 <b>30-36</b>

**MEANS OF EVALUATING STUDENT ACHIEVEMENT**

Achievement of course objectives will be measured by examinations, projects, papers, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by successful completion of the capstone course and Professional Portfolio.

**COMMON BODY OF KNOWLEDGE (CBK) WAIVER POLICY**

A maximum of 6 credits of CBK course work may be waived by the Graduate Program Committee if the student has completed preparatory undergraduate course work with a grade of “B” or higher from an accredited institution within the past five years or has equivalent experience approved by the Program Director. Course waivers will only be considered if the student has met the minimum equivalency requirements shown below:

<u>CBK Courses</u>		<u>Minimum Waiver Requirements</u>
ISM5021	Management Information Systems	3 credits of management information systems or 6 credits of any CS/CIS/CIT/MIS
ISM5610	Project Management	3 credits of project management

**ESTIMATED DEGREE COMPLETION TIME**

A full-time student requiring no CBK courses taking three courses per term may complete the Master of Information Systems Management in four terms. A part-time student taking two courses per term may complete the Master of Information Systems Management in five terms.

## **MASTER OF PROFESSIONAL STUDIES (MPS)**

### **MPS PROGRAM DESCRIPTION**

The Master of Professional Studies (MPS) degree is designed to provide an advanced level of understanding in professional areas of study or for those students seeking a broad interdisciplinary approach to knowledge. Graduates of the program will be prepared for advanced positions in organizations that focus on a global environment and the ability to analyze issues through multiple lenses. Students in the program will be able to solve complex social, economic and political problems by learning how to think expansively, apply knowledge and integrate various resources. MPS graduates are required to successfully complete four professional studies core courses and select six courses from one of the professional tracks in psychology, education, professional leadership or an interdisciplinary track. Graduate students will integrate and apply knowledge from the professional core courses to the professional track. Students may also self design an interdisciplinary concentration under the direction and approval of the Program Director.

### **MPS ADMISSION REQUIREMENTS**

The MPS program is comprised of advanced academic course work and, therefore, admission is only granted to applicants who display a high probability of success in graduate level study. Eligibility for admission is determined by the Graduate Program Committee, based on prior academic performance, MPS Admissions Test results, and/or other relevant demonstrations of preparation for graduate study.

Admission to the MPS program requires the following:

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university, college level work in general psychology if taking the Psychology Track; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level work; and
5. Acceptable results on the MPS Admission Test; and
6. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than a 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admissions requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

### **MPS PROGRAM OF STUDY**

The MPS Program is a multi-faceted program that can be customized to meet academic and career needs. The program is designed to be delivered online and in an accelerated format. The program consists of 30 credit hours, or ten 3-credit courses, that can be completed in either 4 or 5 trimesters. Students taking classes in the accelerated format attend class one evening per week and earn six credits. This format requires extensive outside study and

preparation for comprehensive in-class development of the material. The student must complete and pass the two accelerated courses each term or repeat both classes. Students taking classes online may take classes in a combination format (weekend classes and online classes) or totally online.

Students are required to take four professional core courses (12 credit hours) offered online or in the traditional classroom setting. These courses are offered as single classes over a 15 week semester. Students can choose one of the three professional tracks for the remaining courses or self-design an interdisciplinary track with the guidance of the Program Director. The professional tracks consist of six courses (18 credit hours) and are delivered in the accelerated format or online.

The convenient schedule and the applicability to the workplace attract full-time working professionals who are interested in graduate education without interruption to their careers. The accelerated learning format is designed to facilitate success in a rapidly changing global work environment.

**Professional Studies Core Component (12 Credits)**

The Professional Studies Core Component courses are designed to provide the student with a solid background in competencies that complement the discipline-specific courses listed in the tracks within the program.

**Discipline-Specific Tracks (18 Credits)**

Students must declare which track they wish to develop special expertise to fulfill personal or career interests. Each track consists of 18 credits.

**MPS DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Professional Studies, the candidate must:

1. Complete 30 semester credit hours of required courses with a grade point average of at least 3.0, with no course grade below a C; and
2. Successfully complete the Professional Studies Capstone Project; and
3. Successfully complete a Professional Portfolio; and
4. Meet all program requirements within five years of initial enrollment; and
5. Satisfy all financial obligations with the University.

Note: The last 21 semester credits must be completed at Hodges University.

**MPS ACADEMIC COURSE STRUCTURE**

Graduates of the MPS program must successfully complete the following degree components with a minimum of C in all course work with an overall GPA of 3.0.

		<u><i>Semester Hour Credit</i></u>
	<b><u>Professional Studies Core</u></b>	
IDS5226	Research Methods	3
IDS6376	Professional Ethics, Social Responsibility and Diversity	3
MAN5055	Management Processes	3
IDS6950	Professional Studies Capstone Project	3
IDS6001	Professional Portfolio	0
	<b>Total Professional Studies Core</b>	<b>12</b>
	<i>Students select one of the following tracks:</i>	
	<b>Education Track</b>	
EDU5000	Foundations of Education	3
EDU5001	Group Theory and Classroom Application	3
EDU5100	Instructional Technology Tools and Management	3
EDU6000	Multicultural Education	3
EDU6001	Comparative Educational Delivery Systems	3

		<u>Semester Hour Credit</u>
EDU6130	Educational Leadership	3
	<b>Total Education Track</b>	<b>18</b>
	<b>Psychology Track</b>	
PSY6201	Stress Management and Behavior	3
PSY5200	Special Topics in Crime and Social Morality	3
PSY6300	Psychosocial Theory and Applications	3
PSY6301	Substance Abuse Theory and Prevention Methodology	3
PSY6302	Human Sexuality	3
PSY6304	Gender and Society	3
	<b>Total Psychology Track</b>	<b>18</b>
	<b>Professional Leadership Track</b>	
IDS6400	Foundations of Professional Leadership Research	3
IDS6405	Leadership and Organizational Culture	3
IDS6410	Interpersonal Communication and Leadership	3
IDS6415	Transformational Leadership and Organizational Development	3
IDS6420	Gender and Leadership	3
IDS6425	Global Leadership	3
	<b>Total Professional Leadership Track</b>	<b>18</b>
	<b>Interdisciplinary Track</b>	
	Students select 6 courses from any of the graduate programs offered at the University to design a degree plan for professional or personal improvement. This plan must be developed in conjunction with a faculty advisor and students must meet the prerequisites needed to take the courses that they include in their plan. Students may opt to take more than 30 credits to complete their degree in accordance with their stated objectives.	
	<b>Total Interdisciplinary Track</b>	<b>18</b>
	<b>Total Semester Hours for Graduation</b>	<b>30</b>

**MEANS OF EVALUATING STUDENT ACHIEVEMENT**

Achievement of course objectives will be measured by examinations, projects, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by successful completion of a capstone project and a Professional Portfolio.

**ESTIMATED DEGREE COMPLETION TIME**

A student may complete the MPS program within four terms.

## **MASTER OF PUBLIC ADMINISTRATION (MPA)**

### **MPA PROGRAM DESCRIPTION**

The Master of Public Administration (MPA) is a general public sector professional degree program, intended to prepare graduates for managerial roles in government and non-profit enterprises. Graduates of the program will be equipped with the knowledge and skills required to lead and contribute to organizational success at the executive level. Mastery of the critical competencies such as governmental and non-profit administration, policy planning, decision making, environmental scanning, finance, budgeting, and research are included in the MPA program of study. MPA graduates are required to successfully complete prescribed course work in the Public Administration Core and may opt for a Concentration in an area of specialty. All students must successfully complete a Professional Portfolio and comprehensive exam in order to graduate. The MPA Program can be completed in an online format, an in-class format, or a combination of both.

### **MPA ADMISSION REQUIREMENTS**

The MPA program is comprised of advanced academic course work and, therefore, admission is only granted to applicants who display a high probability of success in graduate level study. Eligibility for admission is determined by the Graduate Program Committee, based on prior academic performance, MPA Admissions Test results, and/or other relevant demonstrations of preparation for graduate study.

Admission to the MPA program requires the following:

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior college and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable results on the MPA Admissions Test; and
6. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made to either allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

### **MPA PROGRAM OF STUDY**

#### **Common Body of Knowledge Component (CBK) – 9 Credits**

The Common Body of Knowledge (CBK) courses are designed to provide a basic foundation of academic preparation for advanced course work. The CBK courses assume that the student has little or no prior academic preparation in each area of study. The CBK courses are considered minimum preparation in introductory graduate study before advanced study may proceed. Completion of CBK courses demonstrates the student's proficiency in three areas of preparatory knowledge that will support success at the graduate level. Students demonstrating specific

competencies in undergraduate course work or demonstrating the ability to successfully complete an examination covering the fundamentals in the required subject area, may be granted waivers for courses in the CBK component. Equivalency waiver requirements are shown under *Waiver Policy*.

**Public Administration Core**

The Public Administration Core courses are designed to provide the student with a solid grounding in executive competencies that may be employed in advanced public administration. These courses are designed to develop competencies and legal awareness that the public sector requires of MPA graduates and skills that differentiate the MPA graduate as an executive level decision maker. The completion of core courses demonstrates the student’s proficiency in public administration knowledge. Students must successfully complete a comprehensive examination and Professional Portfolio as a requirement for graduation.

**MPA DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Public Administration degree, candidates must:

1. Be admitted to the MPA Program; and
2. Complete 30-39 credit hours in accordance with the terms set forth in the student’s Approved Program of Study; and
3. Successfully complete the MPA Comprehensive Examination; and
4. Successfully complete a Professional Portfolio; and
5. Meet all program requirements within five years of initial enrollment; and
6. Satisfy all financial obligations with the University.

Note: The last 21 semester credits must be completed at Hodges University.

**MPA ACADEMIC COURSE STRUCTURE**

Graduates of the MPA program must successfully complete the following degree components with a minimum of C in all course work with an overall GPA of 3.0.

		<u>Semester Hour Credit</u>
	<b><u>Common Body of Knowledge (CBK) Component</u></b>	
PAD5021	Management Information Technology	3
PAD5055	Management Processes	3
PAD5305	Statistics for Managers	3
or PAD5200	Public Administration Management Concepts and Theory	3
	<b>Total Common Body of Knowledge Component</b>	<b>3-9</b>
	<b><u>Public Administration Core</u></b>	
PAD5226	Research Methods	3
PAD6000	Public Administration: Function and Structure	3
PAD6050	Management of American, State, and Local Government	3
PAD6107	Executive Leadership	3
PAD6250	Administrative Law and Regulatory Processes	3
PAD6260	Constitutional Law and Public Administration	3
PAD6270	Labor Relations, Negotiations, and Contract Issues in Human Resources	3
PAD6376	Professional Ethics, Social Responsibility and Diversity	3
PAD6406	Governmental Budgeting and Finance	3
PAD6895	Public Policy Analysis and Strategic Management	3
PAD6001	Professional Portfolio	0
PAD6999	MPA Comprehensive Examination	0
	<b>Total Public Administration Core</b>	<b>30</b>

**Total Semester Hours Required for Graduation**

**Semester Hour Credit**

**30-39**

Note: While there is only one concentration in the MPA degree program, students may select any of our approved concentrations or create an individually tailored concentration with the approval of the Program Chair/Director.

**CBK WAIVER POLICY**

CBK course work may be waived by the Graduate Program Committee if the student has completed preparatory undergraduate course work with a grade of "B" or higher from an accredited institution within the past eight years. Course waivers will only be considered if the student has met the minimum equivalency requirements shown below:

	<u>CBK Courses</u>	<u>Minimum Waiver Requirements</u>
PAD5021	Management Information Technology	3 credits of management information systems or 6 credits of any CIS/CIT/MIS
PAD5055	Management Processes	3 credits of management principles
PAD5305	Statistics for Management	3 credits of introductory statistics

Students who do not meet the minimum equivalency requirements are eligible to take PAD5200 Public Administration Concepts & Theory to satisfy the CBK requirements as determined by their Program Director or Academic Advisor.

**MEANS OF EVALUATING STUDENT ACHIEVEMENT**

Achievement of course objectives will be measured by examinations, projects, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by a successful completion of a comprehensive examination and a Professional Portfolio.

**COMPREHENSIVE EXAMINATION**

The comprehensive examination for the MPA students is an important element for measuring the quality of the program. The MPA comprehensive examination measures the comprehension and integration of every core course in the MPA degree and is required if the Comprehensive Examination Option is selected.

**ESTIMATED DEGREE COMPLETION TIME**

A full-time student may complete the MPA program within four terms.

## **MASTER OF SCIENCE IN COMPUTER INFORMATION TECHNOLOGY (MCT)**

### **MCT PROGRAM DESCRIPTION**

The Master of Science in Computer Information Technology (MCT) is designed as a comprehensive and contemporary study of the organization, design, development, and management of the various aspects of computer information technology. The program is geared toward students who have an interest and/or experience in the field of computer information technology and who have a desire to take graduate level courses to improve their education, enhance their opportunities for advancement, or better prepare for a career change. Concentrations are offered to allow the student to focus on specific interests or areas within computer information technology.

### **MCT ADMISSION REQUIREMENTS**

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable results on the CAPI000 test-out or college course equivalent;
6. Completion of the MCT Foundation Courses, or equivalent; and
7. Acceptable GRE or GMAT scores or the MCT Admissions Test; and
8. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Students who have completed at least three of the MCT Foundation Courses (or equivalent) may be accepted into the program for up to two terms only upon the recommendation of the Graduate Program Committee. In order to remain in the program, students must maintain a 3.0, or higher, GPA during their conditional period, and complete at least one additional MCT Foundation Course with a grade of B or higher per term.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the entire risk for Conditional Admission and there will be no appeal of the Graduate Program Admissions Committee's findings.

### **MCT PROGRAM OF STUDY**

The MCT Program consists of four components: core courses, integration course, concentration courses, and a project/thesis. Additionally, the MCT Foundation courses are a required prerequisite for students who do not have the equivalent undergraduate courses.

## MCT DEGREE COMPLETION REQUIREMENTS

To qualify for the Master of Science in Computer Information Technology, the candidate must:

1. Complete 30 semester hours of required courses. Graduate GPA must be 3.0 or higher, with no course grade below a C. At least 24 of the semester hours must be completed at Hodges University; and
2. Receive a grade of B or better on the MCT Project and/or Thesis; and
3. Successfully complete a Professional Portfolio; and
4. Meet all program requirements within five years of initial enrollment; and
5. Satisfy all financial obligations with the University.

Note: The last 21 semester credits must be completed at Hodges University.

## MCT FOUNDATION COURSES

The MCT foundation courses represent the minimum level of prerequisite knowledge required for success in the MCT program. These courses are intended to prepare students with non-computer-oriented undergraduate degrees for continuing on into the MCT program. It is anticipated that most or all of these courses will be waived for most students with undergraduate degrees in Computer Information Technology, Computer Science, Computer Information Systems, Management Information Systems and/or Business Information Systems. These courses may also be waived for students working in the field upon approval of the Program Director.

## MCT ACADEMIC COURSE STRUCTURE

Graduates of the MCT program must successfully complete the following degree components with a minimum of C in all course work with an overall GPA of 3.0.

		<u><i>Semester Hour Credit</i></u>
	<b><u>MCT Foundation Courses</u></b>	
CIT2310	Introduction to Web Design	4
CIT2410	Introduction to Database Management Systems	4
CIT2510	Program Design & Problem Solving	4
CIT3215	Fundamentals of IP Networking	4
ISM4610	Project Management	4
CIT2515/3510	Visual BASIC or Advanced C++ (required for Software Systems)	4
CIT3220	Network Operating Environments (required for Networking)	
ISM3140	Principles of Information Security (required for Information Assurance)	
	<b>Total MCT Foundation Courses</b>	<b>20</b>
	<b><u>MCT Core Component</u></b>	
ISM5620	Advanced Project Management	3
ISM5120	IT Policy & Strategy	3
CIT5521	Systems Analysis & Solutions Architectures	3
	<i>Choose <u>one</u> of the following, based on concentration:</i>	
ISM5200	Principles of Operating Systems	3
CIT5311	Web Applications	3
CIT5411	Advanced Database Management Systems	3
	<b>Total MCT Core Component</b>	<b>12</b>
	<b><u>MCT Integration Component</u></b>	
	<i>Choose <u>one</u> of the following, based on concentration:</i>	
ISM6122	Integrating the Enterprise	3

		<u>Semester Hour Credit</u>	
ISM6124	Integrating the IT Function	3	
ISM6126	Integrating Information Technologies	3	
ISM6128	Integrating & Securing the Infrastructure	3	
	<b>Total MCT Integration Component</b>		<b>3</b>
<b><u>MCT Concentration Component (9 credits)</u></b>			
Select one of the concentrations listed below. Each concentration consists of three courses, as follows:			
<b>Information Assurance</b>			
Note: ISM6128 required as integration course.			
ISM5830	Information Systems Security Compliance	3	
<i>Choose <u>two</u> of the following; at least <u>one</u> CIT course:</i>			
ACG6020	Accounting Forensics	3	
CIT6221	Designing the Secure Network	3	
CIT6540	Software Systems Security & Privacy	3	
GEB6007	Seminar in Business Intelligence	3	
<b>Networking Technologies</b>			
Note: ISM5200 required in Core.			
CIT6211	Managing Voice Data & the Mobile Network	3	
CIT6221	Designing the Secure Network	3	
CIT6290	Network Technology Seminar	3	
<b>Software Systems</b>			
Note: CIT5311 or CIT5411 recommended in Core; ISM 6126 required as integration course.			
CIT5531	Software Engineering	3	
CIT6540	Software Systems Security & Privacy	3	
CIT6590	Software Systems Development Seminar	3	
<b><u>MCT Project/Thesis Component</u></b>			
CIT6900	Project	3	
CIT/ISM6xxx	Elective (CIT or ISM only)	3	
CIT6001	Graduate Portfolio	0	
	<b>Total Project/Thesis Component</b>		<b>6</b>
 <b>Total Semester Hours Required for Graduation</b>			 <b>30</b>

#### MEANS OF EVALUATING STUDENT ACHIEVEMENT

Achievement of course objectives will be measured by examinations, projects, papers, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by successful completion of CIT6900 and/or CIT6910, and completion of the Professional Portfolio.

#### ESTIMATED DEGREE COMPLETION TIME

A full-time student taking three courses per term may complete the Master of Science in Computer Information Technology in four terms. A part-time student taking two courses per term may complete the Master of Science in Computer Information Technology in five terms.

## **MASTER OF SCIENCE IN HEALTH ADMINISTRATION (MHA)**

### **PROGRAM DESCRIPTION**

The Master of Science in Health Administration Program (MHA) is designed to provide graduate level education to individuals who are capable of assuming leadership positions in a variety of health services organizations. Examples of the type of providers include hospitals, community health centers, government and other public sector providers, group practices, health maintenance organizations, home health agencies, long-term care and mental health organizations. The degree is also designed for experienced healthcare managers seeking to further develop their administrative knowledge, skills, and abilities to enhance their contributions to the healthcare industry.

The total program consists of 30 semester hours at the graduate level. This normally requires two years for a full time student and three and one half to four years for part-time students. A comprehensive exam (oral and written) is given to all candidates for the MHA Degree. To be eligible, students must have completed all of their core course work or be enrolled in their last semester.

The core MHA courses are offered in a convenient format, allowing full time working professionals to complete their graduate education without interruption to their careers. The learning is current, accelerated and designed to facilitate success in a rapidly changing and increasingly competitive healthcare environment. The MHA program can be completed in an online format, on in-class format, or a combination of both.

### **MHA ADMISSION REQUIREMENTS**

The MHA program is comprised of advanced academic course work and, therefore, admission is only granted to applicants who display a high probability of success in graduate level study. Eligibility for admission is determined by the Graduate Program Committee, based on prior academic performance, MHA Admissions Test results, and/or other relevant demonstrations of preparation for graduate study.

Admission to the MHA program requires the following:

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable results on the MHA Admissions Test; and
6. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

**MHA PROGRAM OF STUDY**

**Healthcare Core Component - 27 Credits**

The Healthcare Core courses include several advanced healthcare courses constituting a core set of advanced competencies required of all MHA graduates. Healthcare Core courses are designed to develop competencies which the healthcare community requires of MHA graduates and skills that differentiate the MHA graduate as an executive level decision maker. The comprehensive examination for the MHA students is an important element for measuring the quality of the program. The MHA comprehensive examination measures the comprehension and integration of every core course in the MHA degree. Upon successful completion of all Healthcare Core courses, the student is eligible to sit for the required MHA Comprehensive Exam.

**Elective Component – 3 Credits**

The MHA Elective courses provide the student with an opportunity to strengthen his/her academic preparation in specific areas of healthcare and management and satisfy the 30 semester credit requirement. The Elective Component is designed by the student and Program Chair to meet the individual needs of the student.

**MHA DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Health Administration degree, candidates must:

1. Be admitted to the MHA program; and complete a minimum of 30 semester credit hours;
2. Complete 30 credit hours in accordance with the terms set forth in the student’s Approved Program of Study.
3. Successfully complete the MHA Comprehensive Examination; and
4. Successfully complete a Professional Portfolio; and
5. Meet all program requirements within five years of initial enrollment; and
6. Satisfy all financial obligations with the University.

Note 1: The last 24 semester credits must be completed at Hodges University.

		<u>Semester Hour Credit</u>
<b><u>Healthcare Core Component</u></b>		
IDS5226	Research Methods	3
HSA5205	Evaluation and Management of Healthcare	3
HSA6010	Public Health Interventions in the 21 <sup>st</sup> Century	3
HSA6015	Financial Management of Healthcare Organizations	3
HSA6030	Strategic Planning in Healthcare	3
HSA6040	Healthcare Leadership	3
HSA6050	Healthcare Informatics	3
HSA6055	Quality Management in Healthcare	3
HSA6070	Healthcare and Organizational Behavior	3
HSA6001	Professional Portfolio	0
HSA6999	MHA Comprehensive Exam	0
<b>Total Healthcare Core Component</b>		<b>27</b>
<b><u>Elective Component</u></b>		
HSA6020	Comparative Health Policy	3
HSA6072	Long Term Care Administration	3
HSA6074	Policy and Politics in Healthcare	3
HSA6096	Directed Study in Healthcare	3
<b>Total Elective Component</b>		<b>3</b>
<b>Total Semester Hours Required for Graduation</b>		<b>30</b>

**MEANS OF EVALUATING STUDENT ACHIEVEMENT**

Achievement of course objectives will be measured by examinations, projects, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by a comprehensive examination and a Professional Portfolio.

**COMPLETION TIME**

The MHA Program is designed to be delivered online and in an accelerated class format and may be completed in 4 trimesters. Students taking classes in the accelerated format attend class in a weekend format. This format requires extensive outside preparation for comprehensive in-class development of the material.

## **MASTER OF SCIENCE IN CRIMINAL JUSTICE (MCJ)**

### **MCJ PROGRAM DESCRIPTION**

The Master of Science Degree in Criminal Justice (MCJ) is designed as a comprehensive and contemporary study of the criminal justice system. The program is conceptually based, thereby offering students the opportunity to develop a theoretical understanding of criminal and deviant behavior that is applicable to the practical realities of the criminal justice professional.

### **MCJ ADMISSION REQUIREMENTS**

The admissions requirements for the program are as follows:

1. Completion of the Application for Graduate Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. College level work or documented experience in Criminology, Criminal Law, General Psychology if taking the Behavioral Science track, and Statistics.
5. A GPA of 3.0, or higher, in the last 60 credits of college-level course work; and
6. Acceptable results on the MCJ Admissions Test; and
7. Two letters of recommendation.

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience or other extenuating factors may apply for Conditional Admission if their GPA (last 60 college credits) is less than a 3.0, but 2.5 or higher, or if their scores on the Admissions Test are low. If the Graduate Admissions Committee approved such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made to either allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied enrollment due to failing to meet admissions requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

Note: Students who require an undergraduate course(s) to achieve admission into the graduate program may request to enroll in an undergraduate course(s) provided they are enrolled in at least one graduate level course. They must complete the undergraduate course with a grade of B or better by the end of their second term to be admitted into the program.

### **MCJ PROGRAM OF STUDY**

The MCJ Program is designed to be delivered online or in an accelerated class format. Students may choose from two tracks of study: Behavioral Sciences and Crisis Management. Students may take classes online, in class, or a combination of the two. The program consists of 30 credit hours, or ten 3-credit courses. Students taking classes in the accelerated format attend class once per week and earn 6 credits. This format requires extensive outside study and preparation for the comprehensive in class development of the material. The student must complete and pass the two accelerated courses each term or repeat both classes. Students taking classes online may complete the program at their own pace, as long as they complete all degree requirements within five years of enrollment.

**MCJ DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Science in Criminal Justice, the candidate must:

1. Complete 30 semester hours of required courses with a GPA of 3.0 or higher, with no course grade below a "C"; and
2. Meet all program requirements within five years of initial enrollment; and
3. Successfully complete the Criminal Justice Capstone Project; and
4. Successfully complete a Professional Portfolio; and
5. Satisfy all financial obligations with the University.

Note: The last 21 semester credits must be completed at Hodges University.

		<u>Semester Hour Credit</u>
	<b><u>MCJ Core Courses</u></b>	
IDS5226	Research Methods	3
MCJ5250	Criminal Justice Theory	3
MCJ6309	Ethics in the Criminal Justice System	3
MCJ6950	Criminal Justice Capstone Project	3
MCJ6001	Professional Portfolio	0
	<b>Total MCJ Core Component</b>	<b>12</b>
	<i>Students select one of the following tracks:</i>	
	<b>Behavioral Science Track</b>	
MCJ/PSY6011	Studies in Criminal Deviance	3
MCJ/PSY6041	Psychological Disorders	3
MCJ/PSY6015	Psychological Patterns and Criminal Identification	3
MCJ/PSY6307	Forensic Psychology	3
MCJ/PSY5200	Special Topics in Criminal and Social Morality	3
MCJ/PSY6201	Stress Management and Behavior	3
	<b>Total Behavioral Science Track</b>	<b>18</b>
	<b>Crisis Management Track</b>	
MCJ6000	Seminar in Criminal Justice Organization and Administration	3
MCJ6240	Strategic Planning and Crisis Management	3
MCJ/PSY6201	Stress Management and Behavior	3
MCJ/PSY6307	Forensic Psychology	3
MCJ6402	Homeland Security	3
MCJ6404	Domestic Terrorism	3
	<b>Total Crisis Management Track</b>	<b>18</b>
	<b>Total Semester Hours Required for Graduation</b>	<b>30</b>

**MEANS OF EVALUATING STUDENT ACHIEVEMENT**

Achievement will be measured by examinations, projects, presentations, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by a CJ Review Committee and a Professional Portfolio.

**ESTIMATED DEGREE COMPLETION TIME**

A full-time student may complete the Master of Criminal Justice Program within four terms.

## **MASTER OF SCIENCE IN MANAGEMENT (MSM)**

### **MSM PROGRAM DESCRIPTION**

The Master of Science in Management is a unique program of study, specifically designed to prepare working professionals for increasing responsibility in management positions in contemporary organizations. The program is designed to bridge the gap between theory and practice and develops competencies in decision making, leading people, developing team players, and facilitating change in today's diverse organizations and society. MSM graduates have the skills to think critically, create vision based on ethical values, discern the future, take risks, become global leaders, and institute change within their organizations. These management skills can be applied in a broad range of professional settings in both the private and public sectors, in production and service-oriented activities, and in traditional as well as high-technology environments. The MSM Program can be completed in an online format, an in-class format, or a combination of both.

The convenient schedule and the applicability of the learning to the workplace attract full-time working professionals who are interested in graduate education without interruption to their careers. The learning is current, streamlined, accelerated, and designed to facilitate success in a rapidly changing and increasingly global work environment.

### **MSM ADMISSION REQUIREMENTS**

The MSM program is comprised of advanced academic course work and, therefore, admission is only granted to applicants who display a high probability of success in graduate level study. Eligibility for admission is determined by the Graduate Program Committee, based on prior academic performance, MSM Admissions Test results, and/or other relevant demonstrations of preparation for graduate study.

Admission to the MSM program requires the following:

1. Completion of the Application for Graduate Program Admission; and
2. A bachelor's degree from an accredited college or university; and
3. Official transcripts from all prior colleges and universities; and
4. GPA of 3.0 or higher in the last 60 credits of college-level course work; and
5. Acceptable results on the MSM Admissions Test; and
6. Two letters of recommendation

### **CONDITIONAL ADMISSION**

Applicants who demonstrate a high potential for graduate study due to professional experience, or other extenuating factors, may apply for Conditional Admission if their GPA (last 60 college credits) is less than 3.0, but 2.5 or higher, or if the scores on their Admissions Test are low. If the Graduate Admissions Committee approves such a Conditional Admission, the student may be admitted for one term only, during which time the student must demonstrate the ability to attain a 3.0 GPA in at least six credit hours of course work. At the end of the first term, the student's academic record will be evaluated by the Committee and a final decision will be made either to allow the student to continue or terminate the student's enrollment.

Conditional Admission may only be granted with the applicant's written understanding and acceptance of responsibility for successfully completing the terms of Conditional Admission as described above. The University is not responsible for any expense incurred by a student who requests Conditional Admission and is later denied continued enrollment, due to failing to meet admission requirements. The student bears the total risk for Conditional Admission and there will be no appeal of the Committee's findings.

**MSM PROGRAM OF STUDY**

The MSM Program is designed to be delivered online and in an accelerated class format. The program consists of 30 credit hours, or ten 3-credit courses. Students taking classes in the accelerated format attend class one night per week and earn 6 credits. This format requires extensive outside study and preparation for comprehensive in-class development of the material. The student must complete and pass the two accelerated courses each term or repeat both classes.

**Management Core Component (12 Credits)**

The Management Core Component courses are designed to provide the student with a solid foundation in executive competencies that may be employed in advanced management situations. Courses are designed to develop competencies that the private and public sectors require of MSM graduates and skills that differentiate the MSM graduate as an executive-level manager.

**Track Component (18 Credits)**

Students must declare Executive Management, Human Resources Management, Contingency Planning, Risk Management, or General Management as an area of study where they wish to develop special expertise to fulfill personal or career interests. Each track consists of 18 credits.

**MSM DEGREE COMPLETION REQUIREMENTS**

To qualify for the Master of Science in Management, the candidate must:

1. Complete 30 semester credit hours of required courses with a grade point average of at least 3.0, with no course grade below a C; and
2. Successfully complete the Management Capstone Project; and
3. Successfully complete a Professional Portfolio; and
4. Meet all program requirements within five years of initial enrollment; and
5. Satisfy all financial obligations with the University.

Note: The last 24 semester credits must be completed at Hodges University.

			<u><i>Semester Hour Credit</i></u>
	<b><u>Management Core Component</u></b>		
MAN5105	Strategic Human Resources Development	3	
MAN5135	Managerial Finance: Use and Analysis	3	
MAN6001	Professional Portfolio	0	
MAN6950	Management Capstone Project	6	
	<b>Total Management Core Component</b>		<b>12</b>
	<i>Students select one of the following tracks:</i>		
	<b>Contingency Planning and Risk Management Track</b>		
MAN6510	Contingency Planning and Risk Assessment	3	
MAN6520	Business Impact Assessment and Analysis	3	
MAN6530	Strategy and Planning for Business Continuity	3	
MAN6540	Exercising and Maintaining a Continuity Plan	3	
MAN6550	Contingency Planning and Communication	3	
MAN6560	Management Perspectives in Preserving American Security	3	
	<b>Total Contingency Planning and Risk Management Track</b>		<b>18</b>
	<b>Executive Management Track</b>		
MAN6200	The Evolution of Organization Dynamics	3	
MAN6250	Leaders and Managers in the 21 <sup>st</sup> Century	3	
MAN6340	Situational Practices	3	

		<u>Semester Hour Credit</u>	
MAN6390	Negotiation Agreement and Resolution Conflict	3	
MAN6410	Managing International Cultural Differences	3	
MAN6430	Developing and Managing Strategy in a Global Environment	3	
<b>Total Executive Management Track</b>			<b>18</b>
<b>General Management Track</b>			
<i>Students select six courses from the MSM Tracks in consultation with and approval by the Program Chair.</i>			
<b>Total General Management Track</b>			<b>18</b>
<b>Human Resources Management Track</b>			
MAN6290	Managing the Dynamics of Organizational Development and Change	3	
MAN6225	Training, Development, and Motivation for Adult Learners	3	
MAN6350	Labor Relations, Negotiations, and Legal Issues in Human Resources	3	
MAN6330	Compensation and Benefits	3	
MAN6420	Strategic Recruitment, Selection, and Retention	3	
MAN6440	Strategies of Human Resources	3	
<b>Total Concentration Component</b>			<b>18</b>
 <b>Total Semester Hours for Graduation</b>			 <b>30</b>

#### MEANS OF EVALUATING STUDENT ACHIEVEMENT

Achievement of course objectives will be measured by examinations, projects, and other measurements deemed appropriate by the professor and/or Graduate Program Committee. Achievement of program objectives will be measured by the Management Capstone Project and a Professional Portfolio.

#### ESTIMATED DEGREE COMPLETION TIME

A full-time student may complete the MSM program within four terms.

## **COURSE DESCRIPTIONS**

### **MASTER OF BUSINESS ADMINISTRATION COURSES**

- ACG5025 Financial Accounting for Managers 3 credits**  
A study of accounting concepts and required standards for the presentation of financial information. The course provides the student with the basis of income, valuation of assets, as well as the uses and limitations of financial statements.
- ACG6000 Accounting Trends and Techniques 3 credits**  
This course is an Accounting Industry Special Topics survey course. The course focuses on trends and techniques in the accounting industry. The course specifically addresses current specialized industry accounting and auditing issues and techniques. Specific topics addressed may vary from term to term. Prerequisites: ACG3362, ACG4201, and ACG4632 or permission of Program Director.
- ACG6010 Accounting, Tax and Financial Research Techniques 3 credits**  
This course is designed to provide a working knowledge of accounting, tax and financial research methodology. The course specifically addresses information gathering related to the accounting, tax, financial industries and the professional and regulatory marketplace within which they operate. Prerequisites: ACG4011, ACG4201, and ACG4632 or permission of Program Director.
- ACG6020 Forensic Accounting 3 credits**  
This course provides an in-depth study of forensic accounting and the important elements of fraud examination. The course provides a foundation for developing an effective awareness of the potential for and signs of fraud in financial statements and the financial environment. Prerequisites: ACG3362, ACG4201, and ACG4632 or permission of Program Director.
- ACG6030 International Accounting 3 credits**  
This course is designed to provide a working knowledge of major accounting issues unique to multinational business enterprises. The course specifically addresses IASB standards, FASB pronouncements, and tax laws related to international activities. The focus will be on comparative accounting and harmonization, financial accounting and reporting, management accounting and control in foreign operations, and taxation of international activities. Prerequisites: ACG4011, ACG4201, and ACG4632 or permission of Program Director.
- ACG6040 Government and Not for Profit Accounting 3 credits**  
This course incorporates the new standards, such as GASB 34, for accounting students to learn the fundamentals of governmental and not-for-profit accounting with emphasis on governmental accounting. Prerequisites: ACG4011, ACG4201, and ACG4632 or permission of Program Director.
- BUL6445 Legal Environment of Business 3 credits**  
A comprehensive study of the legal process as it applies to business enterprises. The political environment and the impact of public policy on business are studied and reviewed relevant to integrating public ideologies and expectations of the manager.
- ECO5705 Managerial Economics 3 credits**  
A study of economic models used for analyzing data and utilizing the results to improve the managerial decision process. Microeconomics and macroeconomics are reviewed, from the managerial perspective, as tools for enhancing business performance and planning.

<b>ECO6705</b>	<b>Applied Economics</b> An advanced study of the application of economic data in planning. Case studies are utilized to demonstrate the practical applications of economics by the executive in all facets of the enterprise. Prerequisites: ECO5705 & QMB/PAD 5305	<b>3 credits</b>
<b>ECO6710</b>	<b>Economic Development</b> This course includes the process analysis, economic analysis and planning with emphasis on the application of decision-making tools and evaluating the results. An in-depth course on research, analysis, and implementation of the planning process plus concentration on community involvement in economic development.	<b>3 credits</b>
<b>ECO6825</b>	<b>Economic Impact of Global Electronic Commerce</b> A wide-ranging study of why innovation is the key variable in the international network economy. An interdisciplinary course, addressing the economic problems created by Internet commerce. Portions of the study also cover information technology hardware, banking, finance, and the baffling problem of how to price services in a distributed international environment.	<b>3 credits</b>
<b>ENG5210</b>	<b>Professional Writing</b> This course focuses on internal and external communication strategies needed in professional contexts. Emphasis will be placed on audience analysis, examination, revision, and creation of documents.	<b>3 credits</b>
<b>FIN6406</b>	<b>Financial Analysis for Management</b> Corporate financial analysis and control of capital. This course develops decision making skills in the areas of projecting, securing, and control of long-term assets and funding, including analysis of the cost of capital. Prerequisite: ACG5025.	<b>3 credits</b>
<b>FIN6500</b>	<b>Banking Principles &amp; Theory</b> A review of the concepts of banking principles and theory. This course offers an in-depth analysis of theory and principles related to retail, business, and lending relations in banking today.	<b>3 credits</b>
<b>FIN6605</b>	<b>International Financial Management</b> A course in the current practices of international business finance. Key areas of study include multi-national business finance, the impact of monetary exchange rates, international money markets, foreign investment, economic systems, and import-export financing. Prerequisite: FIN6406.	<b>3 credits</b>
<b>FIN6816</b>	<b>Investment Management</b> In-depth study of marketable securities investment, including stock and bond markets, security price movements, portfolio selection, risk analysis of alternative investments, and current trends in the investment community.	<b>3 credits</b>
<b>GEB 5200</b>	<b>Business Administration Management Concepts &amp; Theory</b> This course provides an introduction to the basic theories, concepts, principles and quantitative practices in business administration. A grade of B or better is required for this course.	<b>3 credits</b>
<b>GEB5226</b>	<b>Research Methods</b> A study of the philosophy and methodology of conducting graduate research and reporting. Areas of study include primary and secondary data collection, on-line search methods, and the analysis and compilation of conclusions for decision making. A final research paper will focus on the student's area of concentration. This course must be taken during a student's first or second semester.	<b>3 credits</b>

- GEB6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.
- GEB6007 Seminar in Business Intelligence 3 credits**  
A seminar in business intelligence, utilizing contemporary texts and the Internet as the primary vehicles to explore economic espionage and the methods used to defend an organization's secrets. After learning to distinguish between legal intelligence gathering and illegal spying, students will undertake real-life assignments to gather competitive intelligence on domestic and foreign corporations and use it to develop competitive strategies.
- GEB6376 Professional Ethics, Social Responsibility, and Diversity 3 credits**  
A study of the establishment and management of organizational standards for ethics, social responsibility, and cultural diversity. Case studies will augment the instruction of societal and legal requirements for responsible corporate behavior. The student is required to complete and document a community service project or field research project during the term of study.
- GEB6600 Global Environment and Latin America 3 credits**  
This course provides a survey of international business with concentration on Latin America. This includes the global impact of Latin America on world markets coupled with business opportunities resulting from this economic growth. Topics include concepts of international economics, marketing, the effects of currency; the development of forecasting techniques, and analytical process controls.
- GEB6801/3 Directed Study in Business Administration Variable credit**  
An advanced directed study in an area of business that is of particular interest to the student, culminating in a significant contextual essay on the topic of study. The study will be conducted under the supervision of a graduate faculty member, who will specify readings, direct and evaluate the student's study activities and assess the accomplishment of the course objectives. This course may be taken for 1, 2, or 3 credits, but must be completed within one term. Prerequisites: Advanced graduate standing and permission of faculty advisor.
- GEB6895 Strategic Business Management 3 credits**  
An integrative capstone course of study of the formulation and implementation of organizational strategy and policy by the chief executive. The course utilizes case studies to simulate actual business conditions and requires students to exercise advanced planning concepts to achieve the organization's objectives. Prerequisites: BUL6445, ECO6705, FIN6406, GEB5226, GEB6376, MAN6107, MAN6601, MKT6816.
- GEB6903/6 Directed Research Project 3 or 6 credits**  
**MAN6903/6** An advanced directed research project in an area of business or management that is of particular interest to the student. The research project will be conducted under the supervision of a faculty member. This course may be taken for 3 or 6 credits, but must be completed within one term. Prerequisites: Advanced graduate standing and permission of faculty advisor

<b>GEB6999</b>	<b>MBA Comprehensive Examination</b> A non-credit requirement to pass the Master of Business Administration Comprehensive Examination after completion of the Business Core courses and as a qualifying condition for graduation. GEB6999 is not a course of study, but is an examination that is listed as a course number to assure documentation of successful completion. Prerequisites: BUL6445, ECO6705, FIN6406, GEB5226, GEB6376, GEB6895, MAN6107, MAN6601, MKT6816.	<b>0 credits</b>
<b>ISM5021</b>	<b>Management Information Systems</b> A study of the analysis and application of information systems. Data, business information and knowledge management, hardware and software tools, and personnel issues are the central management considerations in this course of study. Graduate research skills will be practiced and evaluated through an additional assignment.	<b>3 credits</b>
<b>MAN5055</b>	<b>Management Processes</b> A course of study of the origins and current practices of management. The course includes a foundation in decision making, human resources, motivation, leadership, global management, planning, organizational structure, group behavior, ethics, and organizational culture.	<b>3 credits</b>
<b>MAN6107</b>	<b>Executive Leadership</b> Advanced studies in leadership theory and practice. Leadership models are studied within the context of a variable situational environment, coupled with the individual characteristics of the leader.	<b>3 credits</b>
<b>MAN6130</b>	<b>Management Communications</b> A study of techniques, documents, processes, and procedures for effective managerial communication. Students will analyze and identify various modes of communication and practice delivery of executive direction and information in the most effective manner. The course will focus on written and oral communication techniques.	<b>3 credits</b>
<b>MAN6245</b>	<b>Managing Organizational Behavior</b> Advanced concepts and practices in organizational behavior and its impact on outcomes are studied in group settings. Intragroup and intergroup behavior dynamics are studied for establishing the most effective approach to managing for optimal organizational results.	<b>3 credits</b>
<b>MAN6311</b>	<b>Management of Human Resources</b> A survey course for line and staff management of human resources in a contemporary organization. The course includes human resource planning, recruitment, selection, training, and employee retention methods. Prerequisite: MAN5505.	<b>3 credits</b>
<b>MAN6601</b>	<b>Global Dimensions of Management</b> A study of the considerations and complexities of managing an organization in a global business arena. International opportunities and threats are studied within the context of the varying roles of international management as impacted by the differing legal, economic, cultural, ethical, and regulatory environments. Prerequisite: MAN5055.	<b>3 credits</b>
<b>MAN6603</b>	<b>Operations Management</b> A study of the theories and applications of operations management in the business enterprise. Topics include production, scheduling, quality control, resource allocation, time management, materials requirements planning, and systems analysis. Prerequisites: MAN5055, QMB5305.	<b>3 credits</b>

<b>MAN6700</b>	<b>Professional Internship</b> A course of study that will afford students the direct real life professional experience in their field of study. The course will require participating students to work a total of one hundred thirty-five (135) hours. The instructor must meet the student's supervisor at least once to discuss student's work objectives and performance.	<b>3 credits</b>
<b>MAN6911</b>	<b>Homeland Security Management</b> An analysis of the structures, motivations, and objectives of homeland security. Includes an in-depth analysis of the management tools available for the proactive defense of the civilian organizations within the United States.	<b>3 credits</b>
<b>MAN6930</b>	<b>Seminar in Management</b> A seminar in management studies applied to relevant and current business topics. Contemporary cases are utilized to apply learning in this highly participative course. Prerequisite: MAN5055 or PAD 5055.	<b>3 credits</b>
<b>MKT5815</b>	<b>Marketing Management</b> A study of the managerial perspective in the business marketing function. Management of marketing issues and critical decision making are stressed in the areas of strategy, advertising, market research, public relations, and selling in domestic and foreign environments.	<b>3 credits</b>
<b>MKT6700</b>	<b>Marketing Research</b> This course explores research applied to planning, analysis, and control marketing with emphasis on consumer needs, market position, competition, and advertising.	<b>3 credits</b>
<b>MKT6816</b>	<b>Strategic Marketing Methods</b> An advanced study of strategic marketing methodology in complex consumer and industrial markets. Case studies of actual marketing problems will augment this study of the critical strategic component of marketing. Prerequisite: MKT5815.	<b>3 credits</b>
<b>MKT6830</b>	<b>International Marketing</b> Advanced study in practices and policies employed in international business, focusing on all marketing issues facing the international manager, including advertising, international monetary payments, cultural differences, staffing, and multi-national promotional strategies. Prerequisite: MKT5815	<b>3 credits</b>
<b>MKT6930</b>	<b>Seminar in Marketing</b> A seminar in marketing studies to develop the application of marketing concepts. Contemporary case studies augment the participatory environment of this course. Prerequisite: MKT5815.	<b>3 credits</b>
<b>QMB5305</b>	<b>Statistics for Management</b> A study of the practical application of statistics to business research and management problems. Students will learn statistical methods employed by executive decision makers, who must sort out and analyze large amounts of data in order to achieve organizational goals.	<b>3 credits</b>

**MASTER OF PROFESSIONAL STUDIES COURSES**

- EDU5000 Foundations of Education 3 credits**  
Students investigate and reflect on the greatest educational theorists from across the centuries and around the world. The focus will be on educational/learning theory, character development and intelligence assessments, the role of society and government in education, as well the role of educators as facilitators of learning.
- EDU5001 Group Theory and Classroom Application 3 credits**  
This course explores both the theory and application of group dynamics in the classroom. New developments in theory and research in group dynamics are reviewed. The primary focus of this course is to learn how to make group or collaborative learning effective in the classroom.
- EDU5100 Introduction to Technology Tools and Management 3 credits**  
This course is designed to provide instruction on how to implement technology to support teaching methodology and improve learning outcomes. It blends educational theory with skills training, and is designed to teach the technology skills necessary to support the teaching activities in both traditional and distance education environments. A variety of instructional methods will be utilized, based on the use of The Blackboard Learning System™ as a course management system. Methods include reading, skill training, discussion, and best practice forums. The course will place a heavy emphasis on technology skill building, with students spending a majority of the time working on projects that will enhance the delivery and organization of their courses.
- EDU6000 Multicultural Education 3 credits**  
In this course, students critically evaluate education practices from the perspective of social justice, education equity and dedication to creating a multicultural educational experience. Emphasis is placed on the exploration of a learning environment in which students of all cultural and ethnic backgrounds can maximize their learning potential.
- EDU6001 Comparative Educational Delivery Systems 3 credits**  
Educational delivery systems began as a “one size fits all” model. Today our educational models in both primary and secondary educational institutions range from the traditional to blended to online to home schooling. In this course, students will critically evaluate the various American educational delivery systems and review models from other countries.
- EDU6120 Theory and Methods of Online Instruction for Adult Learners 3 credits**  
A course of study that examines the theory and practice of online course delivery with a special emphasis on the adult learner. The course focuses on the learning modalities of the adult learner in the online environment. Areas covered include adult learning theory, course development, and online delivery techniques consistent with adult learning principles, technology for online delivery, and special topics pertaining to the effective delivery of online courses.
- EDU6130 Educational Leadership 3 credits**  
This course is designed to assist in the development of administrative leadership skills. The focus is on the knowledge and application of leadership skills necessary in an effective educational institution. Areas covered include situational leadership, organizational climate and culture, individual and group motivation, shared decision making and team building.

- IDS5226 Research Methods 3 credits**  
A study of the philosophy and methodology of conducting graduate research and reporting. Areas of study include primary and secondary data collection, online search methods, and the analysis and compilation of conclusions for decision making. A final research paper will focus on the student's area of concentration. This course must be taken during a student's first or second term.
- IDS6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.
- IDS6376 Professional Ethics, Social Responsibility and Diversity 3 credits**  
A study of the establishment and management of organizational standards for ethics, social responsibility, and cultural diversity. Case studies will augment the instruction of societal and legal requirements for responsible corporate behavior. The student is required to complete and document a community service project or field research project during the term of study.
- IDS6400 Foundations of Professional Leadership 3 credits**  
This course provides a comprehensive study of major leadership theories and research approaches. Students will focus on identifying and assessing their own leadership philosophy and then analyze the relationship between their philosophy and selective theories of leadership.
- IDS6405 Leadership and Organizational Culture 3 credits**  
The focus of this course is on the operation of organizations as a people centered social system. Through research and discussions, students analyze professional operations, structures, power, culture, politics and group dynamics. Emphasis is on motivations, behavior and styles of leaders and their impact on an organization.
- IDS6410 Interpersonal Communication and Leadership 3 credits**  
This course centers on the connection between relationship building and leader effectiveness. Relevant issues drawn from communication theory, psychology, and sociology are explored as they relate to interpersonal leadership styles. Students also examine their own assumptions and beliefs about the impact of their communication style on others.
- IDS6415 Transformational Leadership and Organizational Development 3 credits**  
The focus of this course is on the role of leaders in motivating followers and facilitating change within an organization. Students will discover how to assess human potential and maximize employee involvement. Emphasis is on building learning organizations that help people understand, accept and become empowered through organizational change and development. Using case studies, students learn to identify the conditions for when, how and where transformational leadership is most needed.
- IDS6420 Gender and Leadership 3 credits**  
This course examines factors that influence public acceptance of women in leadership positions. Students will review academic literature and empirical research to develop insight and skills for effective leadership. The focus of this course will be on gender differences in leadership styles and social and structural barriers to women assuming leadership positions in their communities, government, profit and non-profit organizations.

<b>IDS6425</b>	<b>Global Leadership</b> The purpose of this course is to research and analyze challenging cross-cultural situations. Students will examine different customs, norms and expectations produced by inter-cultural encounters. Special attention will be given to developing effective leadership strategies for enhancing understanding among people of vastly different cultural backgrounds.	<b>3 credits</b>
<b>IDS6950</b>	<b>Professional Studies Capstone Project</b> This course is the capstone assessment course for the Master of Professional Studies Program. It requires students to integrate knowledge gained from all program courses. Candidates will design and present a curriculum or program development project that integrates the principles, theories, and concepts of the core courses and student selected track (Education, Psychology, or Leadership).	<b>3 credits</b>
<b>MAN5055</b>	<b>Management Processes</b> A course of study of the origins and current practices of management. The course includes a foundation in decision making, human resources, motivation, leadership, global management, planning, organizational structure, group behavior, ethics and organizational culture.	<b>3 credits</b>
<b>PSY5200</b> <b>MCJ5200</b>	<b>Special Topics in Crime and Social Morality</b> This course is an in depth exploration of the relationship between deviant behavior and social norms, values and mores. The course examines the immoral, unethical and criminal behavior which is in conflict with social expectations.	<b>3 credits</b>
<b>PSY6201</b> <b>MCJ6201</b>	<b>Stress Management and Behavior</b> This course is an in depth analysis of the physical, emotional and psychological effects of stress on individuals, organizations and institutions. In addition, effective management techniques for stress induced situations are extensively explored.	<b>3 credits</b>
<b>MCJ 5202</b>	<b>Special Topics</b> This course may be taken in lieu of MCJ5200 when a criminal justice topic relating to the student's education objective is desired. Prerequisite: Permission of the Program Chair.	<b>3 credits</b>
<b>PSY6300</b>	<b>Psychosocial Theory and Applications</b> In this course, students learn to relate social conditions to mental health. Students explore how societies and individuals within those societies impact human development, both from a positive perspective and a negative perspective. Examples in history that demonstrate how powerful influences take control over a society's perception of right and wrong will be studied. Students will learn applications that can be developed by a society to ensure a healthy and perpetual existence.	<b>3 credits</b>
<b>PSY6301</b>	<b>Substance Abuse Theory and Prevention Methodology</b> This course will focus on the history of substance abuse in our society, how it is defined, perceived, and accommodated. The various methods of prevention will be examined from a medical, psychological and social perspective. Students will conduct a case study using one of these methods to determine the efficacy of each.	<b>3 credits</b>
<b>PSY6302</b>	<b>Human Sexuality</b> This course presents an investigation of sexuality within the larger context of the human experience. Emphasis is placed on the study of human sexual development, dimensions of sexual behavior, sex education, health issues, sexually transmitted diseases, and ethical and legal aspects of sexuality.	<b>3 credits</b>

**PSY6303 Gender and Society 3 credits**  
In this course, students will review a wide variety of theoretical positions about the meaning and origins of gender and examine the role of gender in our most central social institutions: relationships, work, school, media, and culture.

**MASTER OF PUBLIC ADMINISTRATION COURSES**

**PAD5021 Management Information Technology 3 credits**  
A study of the analysis and application of information systems. Data, business information and knowledge management, hardware and software tools, and personnel issues are the central management considerations in this course of study. Graduate research skills will be practiced and evaluated through an additional assignment.

**PAD5055 Management Processes 3 credits**  
A course of study of the origins and current practices of management. The course includes a foundation in decision making, human resources, motivation, leadership, global management, planning, organizational structure, group behavior, ethics, and organizational culture.

**PAD5200 Public Administration Management Concepts and Theories 3 credits**  
This course provides an introduction to the basic theories, concepts, principles and quantitative practices in public and not-for-profit management. A grade of B or better is required for this course.

**PAD5226 Research Methods 3 credit**  
A study of the philosophy and methodology of conducting graduate research and reporting. Areas of study include primary and secondary data collection, on-line search methods, and the analysis and compilation of conclusions for decision making. A final research paper will focus on the student's area of concentration. This course must be taken during a student's first or second semester.

**PAD5305 Statistics for Management 3 credits**  
A study of the practical application of statistics to business and governmental research and management problems. Students will learn statistical methods employed by executive decision makers, who must sort out and analyze large amounts of data in order to achieve organizational goals.

**PAD6000 Public Administration: Function and Structure 3 credits**  
An overview of the public administration sector and its impact on the community, the nation, and the individual. The course examines the function of various governmental units and their interrelationships with other governmental branches and units, the constituencies, and special interest groups.

**PAD6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.

- PAD6050 Management of American, State, and Local Government 3 credits**  
Examination of administrative, fiscal, legal, and structural factors that affect government. This course identifies the source of political power in governmental agencies. An in-depth analysis of structure, policy, and procedures that causes government to function.
- PAD6107 Executive Leadership 3 credits**  
Advanced studies in leadership theory and practice. Leadership models are studied within the context of a variable situational environment, coupled with the individual characteristics of the leader.
- PAD6250 Administrative Law and Regulatory Processes 3 credits**  
This course covers the fundamental concepts of administrative law including enabling statutes, the Administrative Procedures Act, rule-making, investigatory power, enforcement, and adjudication functions.
- PAD6260 Constitutional Law and Public Administration 3 credits**  
This course provides essential coverage of government powers, structures, and civil liberties provided for in the United States Constitution and interpretative cases, and their effects on the laws, rules, and procedures of governmental entities and agencies.
- PAD6270 Labor Relations, Negotiations, and Contract Issues in Human Resources 3 credits**  
This course includes the fundamental concepts of hiring, equal employment opportunity, wages, occupational safety, health care, pensions, training, and labor contract relations. The focus is on human resources management with some discussion on human resources information systems. Emphasis is placed on applying employment laws to develop programs that enable organizations to be proactive in meeting both organizational and work force needs while at the same time, resolving workplace disputes, negotiation, preventing litigation, and implementing and administering human resources policies and practices in compliance with applicable laws.
- PAD6376 Professional Ethics, Social Responsibility, and Diversity 3 credits**  
A study of the establishment and management of organizational standards for ethics, social responsibility, and cultural diversity. Case studies will augment the instruction of societal and legal requirements for responsible organizational behavior. The student is required to complete and document a community service project or field research project during the term of study.
- PAD6406 Governmental Budgeting and Finance 3 credits**  
A survey of finance conventions and budgetary processes for public sector organizations. The course will cover sources of public funds and how the legislative process allocates financial resources to various agencies via a budgeting process. Prerequisite: PAD6000
- PAD6895 Public Policy Analysis 3 credits**  
A course of study that evaluates the best alternatives in establishing public policy in view of the often conflicting forces affected by policy. Students will study case applications in the establishment of public policy and exercise their own skills in proposing simulated responses to needs for new policy. Prerequisites: PAD6000, PAD6406.
- PAD6999 MPA Comprehensive Examination 0 credits**  
A non-credit requirement to pass the Master of Public Administration Comprehensive Examination after completion of the Public Administration courses and as a qualifying condition for graduation. PAD6999 is not a course of study, but is an examination that is listed as a course number to assure documentation of successful completion. Prerequisite: Completion of all courses required for graduation.

**MASTER OF INFORMATION SYSTEMS MANAGEMENT COURSES  
MASTER OF SCIENCE IN COMPUTER INFORMATION TECHNOLOGY COURSES**

**Please note: All computer courses require a Lab Fee.**

- CIT5050-1 Directed Study 3 credits**  
**CIT6050-1** The Directed Study is intended to allow the student to pursue a specific topic in detail. The topic may be one that is not offered in a regularly scheduled course, or it may be an alternative to a regularly scheduled course. The 5000-level Directed Study (5050 and 5051) is for introductory-level graduate work, and may be taken in lieu of a core course with the approval of the Graduate Program Director. The 6000-level Directed Study (6050 and 6051) is for advanced work, and may be taken in lieu of a concentration course with the approval of the Graduate Program Director. Prerequisite: Will depend on the specific topic; approval of the Graduate Program Director is required.
- CIT5311 Web Applications 3 credits**  
This course provides students with familiarity and hands-on experience in developing web applications. Students carry out projects that expose them to languages and key components of Web applications such as server-side and client-side scripting, cookies, and database connectivity. Subject to approval by the instructor, students have latitude to select topics of interest and to develop group projects with their chosen applications. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: CIT2310.
- CIT5411 Advanced Database Management Systems 3 credits**  
This course presents in detail the concepts of advanced database design and implementation, transaction management and concurrency control, distributed DBMS, database warehousing, and object-oriented databases. Special emphasis is placed on a project implementation approach to reinforce selected topics. Advanced topics in SQL are also examined. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: CIT2410.
- CIT5521 Systems Analysis & Solution Architectures 3 credits**  
This course covers the analysis of business requirements and the definition of technical solutions architectures. Issues to be covered include security, performance, maintenance, extensibility, integration into existing applications, data models, and conceptual and logical design. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: CIT2510 or ISM5021.
- CIT5531 Software Engineering 3 credits**  
This course addresses the classic issues of software engineering, including hardware considerations, system life cycle, project planning, metrics for software productivity and quality, requirements analysis, design, and language selection. Alternative approaches, including object-oriented, prototyping, data flow, and data structures are compared. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: CIT5521.
- CIT6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.

- CIT6060 Special Topics 3 credits**  
**CIT6061** Special Topics is intended to allow specific topics that are not a part of the regularly scheduled courses to be offered on a “one time” basis. May be taken in lieu of a concentration course with the approval of the Graduate Program Director. Prerequisite: Will depend on the specific project. Approval of the Graduate Program Director is required.
- CIT6130 Legal & Ethical Aspects of Computing 3 credits**  
This course presents an overview of legal, ethical, and moral considerations for computing professionals. Topics to be covered include liability and ethical considerations in systems development; intellectual property rights; privacy and security considerations; risk management; computer and Internet crime; and professionalism and professional certifications and licensing. Prerequisite: ISM5021.
- CIT6211 Managing Voice Data & the Mobile Network 3 credits**  
In this course students will examine key technical and technical management issues in the management of business telecommunications and networking. The emphasis will be on the new technologies that are quickly redefining the “network” and creating new challenges for technical and business management. These issues and technologies will include: evolving telecommunications business applications; convergence of telecommunications industry with computer and entertainment industries – computer, PDA and cell phone; digital telephony and Voice over IP; emerging telecommunications technologies such as Bluetooth, 3G and beyond wireless systems; telecommunications technology and the virtual organization; multi-media telecommunications and networking. Prerequisite: ISM5200 or CIT5521 or equivalent experience and Permission of Program Director/Professor.
- CIT6221 Designing the Secure Network 3 credits**  
Computer networks have become a critical component of the daily operations of most businesses, government entities, and other institutions. As the boundaries between private networks and the public Internet have become blurred, the level of threat to confidentiality, privacy and information security has escalated dramatically. In this course, students will learn the “best practice” network security design principles and how they may be applied to create a more secure network environment for a modern global enterprise. Prerequisite: ISM5830 or ISM5200 or CIT5521.
- CIT6290 Network Technology Seminar 3 credits**  
This course will allow the student to develop a minimum level of expertise in a specific area of advanced networking. Lecture and discussion of current topics will be combined with significant student research. The focus of this course will change each time it is offered. This will allow the course to remain current with developments in computer networking technologies. Prerequisite: CIT6221.
- CIT6540 Software Systems Security & Privacy 3 credits**  
This course considers computer security and privacy from a software systems point of view. Specific topics to be covered include assurance, confidentiality, integrity, risk, and vulnerability, along with existing technologies that can be used to make software systems more secure. Both theory and practice will be considered. Security and privacy legislation will also be covered. Prerequisite: CIT5521 or ISM5830 or ISM6128.
- CIT6590 Software Systems Development Seminar 3 credits**  
An examination of current literature and the current state of the art of software systems development. Prerequisites: CIT5531.

- CIT6900**      **Project**      **3 credits**  
A research effort/feasibility study to determine a potential solution to a problem of interest in the computer/business community, accompanied by a solution. The project may be research-oriented, in which the primary emphasis is on researching current/state of the art practices, accompanied by a proof-of-concept system. Alternatively, the project may be more solution-oriented, in which the primary emphasis is on constructing a more detailed working/prototype solution. Specific topics require approval of the School of Technology (SOT) Graduate Committee, supervision by an SOT Graduate Faculty Advisor, and a second reader (or co-advisor) from the SOT Faculty. A written report is required, as is an oral presentation to the MCT Graduate Program Committee. This course is normally taken during one of the student's final two terms. Corequisite: completion of MCT Concentration.
- CIT6910**      **Thesis**      **3 credits**  
A continuation of CIT 6900. While the thesis may vary widely in scope, the typical thesis will consist of an in-depth research effort and an implementation of a detailed working/prototype solution (i.e., it will encompass both types of projects from CIT6900). Specific topics require approval of the School of Technology (SOT) Graduate Committee, supervision by an SOT Graduate Faculty Advisor, and a second reader (or co-advisor) from the SOT Faculty. A written report is required, as is an oral presentation to the MCT Graduate Program Committee. This course is normally taken during the student's final term. Prerequisite: CIT6900.
- ISM5021**      **Management Information Systems**      **3 credits**  
A study of the analysis and application of information systems. Data, business information and knowledge management, hardware and software tools, and personnel issues are the central management considerations in this course of study. Graduate research skills will be practiced and evaluated through an additional assignment.
- ISM5050/1**      **Directed Study**      **3 credits**  
**ISM6050/1**  
The Directed Study is intended to allow the student to pursue a specific topic in detail. The topic may be one that is not offered in a regularly scheduled course, or it may be an alternative to a regularly scheduled course. The 5000-level Directed Study (5050 and 5051) is for introductory-level graduate work, and may be taken in lieu of a core course with the approval of the Graduate Program Director. The 6000-level Directed Study (6050 and 6051) is for advanced work, and may be taken in lieu of a concentration course with the approval of the Graduate Program Director. Prerequisite: Will depend on the specific topic; approval of the Graduate Program Director is required.
- ISM5120**      **IT Policy & Strategy**      **3 credits**  
This course focuses on the activities of organizations in relation to the use, creation, and exploitation of technology, and considers many key theories and tools that CIO's may use. It examines well-established information technologies as well as emerging technologies and the evolving reality of technological innovation in leading companies and industries by the use of case studies. Prerequisite: ISM5021 or equivalent.

- ISM5200 Principles of Operating Systems 3 credits**  
This course provides an introduction to computer and network operating systems. Students will examine the role operating systems play in modern computer-based business information systems. Students will learn how the operating system contributes to the over-all development of an information system that can provide a competitive advantage in today's fast-paced business environment. The course will focus on the components that constitute operating systems and on the facilities and services provided by these systems. Students will be taught how to differentiate between the various types of operating systems and to select an appropriate system to support an organization's information-processing needs. Topics to be covered include resource allocation and scheduling, file management, storage management, and hardware support for operating systems. The course includes a survey of currently available operating systems such as Windows Server 2003, Linux/UNIX, Novell, as well as the current situation for mainframe and mid-level systems.
- ISM5310 E-Commerce 3 credits**  
Broad survey of theory and practices of conducting business over the Internet and World Wide Web. Topics include electronic commerce fundamentals, web auctions, supporting infrastructure, software selection, security, electronic payment, business strategies, legal, taxation, and ethical issues. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: ISM5021 or equivalent.
- ISM5610 Project Management 3 credits**  
Managing projects within an organizational context, including the processes related to initiating, planning, executing, controlling, reporting, and closing a project; project integration, scope, time, cost, quality control, and risk management; managing the changes in organizations resulting from introducing or revising information systems; identifying project champions, working with user teams, training, and documentation; the change management role of the IT specialist. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: ISM5021 or equivalent.
- ISM5620 Advanced Project Management 3 credits**  
This course will focus on some of the more advanced and challenging topics in project management including: procurement, human resource management, risk identification and mitigation, and managing outsourced projects and off-shore staff. Graduate research skills will be practiced and evaluated through an additional assignment. Prerequisite: ISM5610.
- ISM5830 Information Systems Security Compliance 3 credits**  
This course will provide an in depth study of the managerial and procedural aspects of effectively securing enterprise information systems. Topics in this course will include security policies and best practices, asset classification and control, personnel security, business continuity management, regulatory compliance, operational security, and information security program lifecycles. The course will include an analysis of current practices and procedures in securing critical information infrastructures, with an emphasis placed on emerging trends and opportunities for research in the management of information security. Prerequisite: ISM5021 or equivalent.
- ISM6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.

- ISM6060 Special Topics 3 credits**  
**ISM6061** Special Topics is intended to allow specific topics that are not a part of the regularly scheduled courses to be offered on a “one time” basis. May be taken in lieu of a concentration course with the approval of the Graduate Program Director. Prerequisite: Will depend on the specific project. Approval of the Graduate Program Director is required.
- ISM6122 Integrating the Enterprise 3 credits**  
This course presents IT integration from a non-technical department head point of view, with the primary emphasis being the role of information systems in transforming organizations and industries. An integrated view of the organization from an external and internal perspective is presented. IT’s internal role in integrating the enterprise through a cohesive set of business processes and functional applications to meet business needs is explored, as is enterprise resource planning and enterprise functionality. Collaborative systems and consideration of external relations with suppliers, outsourcers, and customers are also covered. This course will help the student to learn what to build rather than how to build it, and how to communicate technical ideas to non-technical users and managers. Prerequisite: ISM5120.
- ISM6124 Integrating the IT Function 3 credits**  
This course presents IT integration from the CIO’s perspective, with the primary emphasis being the tactical/operational responsibilities and roles of the CIO. Topics include governance considerations that link the IT-business organizations, current/emerging issues in creating and coordinating the key activities necessary to manage the tactical and strategic operations of the IT function, and coordinating skills and organizational IT infrastructure. Prerequisite: ISM5120.
- ISM6126 Integrating Information Technologies 3 credits**  
This course presents IT integration from the IT department’s perspective, emphasizing the development of an integrated technical architecture (hardware, software, networks, and data) to serve organizational needs in a rapidly changing competitive and technological environment. Topics include technologies for intra- and inter-organizational systems and current / emerging architectures and technologies with an emphasis on methods that create vertical (within a technology type) and horizontal (across technology types) integration. Prerequisite: ISM5120.
- ISM6128 Integrating & Securing the Infrastructure 3 credits**  
This course considers infrastructure strategies with an emphasis on agile (reusable and adaptive) infrastructures geared toward the electronic business (e-Business). Securing the infrastructure, and the business information that it entails, will be explored from a management perspective. Prerequisite: ISM5120.
- ISM6950 Issues and Trends in IT Management 3 credits**  
This course will examine current issues, trends, and developments that are likely to impact the management of information technology in today’s business environment in both the short and long term. It also serves as a capstone course for the Master of Information Systems Management Program, bringing together the concepts and cumulative body of knowledge from the core, the integration component, and the concentration component. Specific emphasis will be given to the areas of critical thinking, effective communication, research ability, leadership ability, and initiative in regards to maximizing the competitive advantage of information technology in the enterprise. This course is normally taken during the student’s final term. Prerequisite: Completion of MIS core and integration component. Corequisite: Completion of concentration component.

**MASTER OF SCIENCE IN CRIMINAL JUSTICE COURSES**

<b>IDS5226</b>	<b>Research Methods</b> A study of the philosophy and methodology of conducting graduate research and reporting. Areas of study include primary and secondary data collection, online search methods, and the analysis and compilation of conclusions for decision making. A final research paper will focus on the student's area of concentration. This course must be taken during a student's first or second term.	<b>3 credits</b>
<b>MCJ5200</b> <b>PSY5200</b>	<b>Special Topics in Crime and Social Morality</b> This course is an in depth exploration of the relationship between deviant behavior and social norms, values and mores. The course examines the immoral, unethical and criminal behavior which is in conflict with social expectations.	<b>3 credits</b>
<b>MCJ5202</b>	<b>Special Topics</b> This course may be taken in lieu of MCJ5200 when a criminal justice topic relating to the student's education objective is desired. Prerequisite: Permission of the Program Chair.	<b>3 credits</b>
<b>MCJ5250</b>	<b>Criminal Justice Theory</b> A study of classical and neo-classical theories of criminality and the interrelation with socioeconomic, political, behavioral and medical issues.	<b>3 credits</b>
<b>MCJ6000</b>	<b>Criminal Justice Organization and Administration</b> Application of organizational and administrative principles in law enforcement, court and correctional settings, with an assessment of trends and theories emphasizing either law enforcement, the courts, or corrections.	<b>3 credits</b>
<b>MCJ6001</b>	<b>Professional Portfolio</b> In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.	<b>0 credits</b>
<b>MCJ6011</b> <b>PSY6011</b>	<b>Studies in Criminal Deviance</b> A study of criminal behavior in contemporary investigation regarding "Serial Homicide" and related sociological and psychological behavior.	<b>3 credits</b>
<b>MCJ6015</b> <b>PSY6015</b>	<b>Psychological Patterns and Criminal Identification</b> This course is designed to provide the sworn and civilian staff within the field of criminal justice a broad based understanding of forensic methods associated with the identification and labeling of specific maladaptive behavior. Psychological patterns of behavior and the range of classifications of that behavior, which fall within the categories within the DSM-III-R will also be examined.	<b>3 credits</b>
<b>MCJ6041</b> <b>PSY6041</b>	<b>Psychological Disorders</b> An analysis of the specific medical and psychological characteristics of the behavior and study of diagnostic and evaluation/treatment methods.	<b>3 credits</b>
<b>MCJ6201</b> <b>PSY6201</b>	<b>Stress Management and Behavior</b> This course is an in depth analysis of the physical, emotional and psychological effects of stress on individuals, organizations and institutions. In addition, effective management techniques for stress induced situations are extensively explored.	<b>3 credits</b>

- MCJ6240 Strategic Planning and Crisis Management 3 credits**  
The focus of this course is on how to manage critical incidents, psychological aspects of disasters on the first responders, hazard mitigation, and risk identification. This course provides an overview of the theories of conflict and crisis management among individuals and groups, organizations, communities and governments around the globe.
- MCJ6307 Forensic Psychology 3 credits**  
**PSY6307** A course designed to introduce the student to the field of forensic psychology. Forensic psychology, as a field, is in a state of formulation and development. The coverage of this course will be broad and inclusive.
- MCJ6309 Ethics in the Criminal Justice System 3 credits**  
Legal and ethical issues in Criminal Justice are designed to address behaviors, which are fundamental to the orderly operation of a criminal justice agency. Cultural and legal points of reference will be examined in an attempt to determine the best methods of resolving any conflicts between the two.
- MCJ6402 Homeland Security 3 credits**  
This course is designed to be a continuation of the investigative and intelligence process to establish a basis for an understanding of state and local criminal justice agencies' role in combating terrorism since the creation of the Department of Homeland Security. This course brings together the study of intelligence and terrorism to provide a comprehensive understanding of the government's responsibilities and capabilities to deter, prevent and respond to acts of terrorism. Emphasis is placed on local agencies' capabilities and the changing strategies and security challenges in today's environment.
- MCJ6404 Domestic Terrorism 3 credits**  
This course will define the sources of threats to the Homeland and discuss recent patterns of domestic terrorism and related violence in the United States. This course will address potential threats of violence against the nation and its citizens. Students will evaluate the likelihood of terrorists employing weapons of mass destruction, as well as newer threats such as cyber attack. The possibility of terrorist surprise attacks will be examined from a risk management perspective.
- MCJ6950 Criminal Justice Capstone Project 3 credits**  
This course is the capstone assessment course for the Master of Science in Criminal Justice Program. It requires students to integrate knowledge gained from all program courses. Candidates will design and present a curriculum or program development project that integrates the principles, theories, and concepts of the core courses and student selected track (Behavioral Science or Crisis Management).

#### **MASTER OF SCIENCE IN HEALTH ADMINISTRATION COURSES**

- HSA5205 Evaluation and Management of Healthcare 3 credits**  
This course provides an overview of the structure and function of the healthcare industry. Emphasis is on the various stakeholders in the system. Additionally, a study of the practical applications of statistics employed in healthcare will be covered.

<b>IDS5226</b>	<b>Research Methods</b> A study of the philosophy and methodology of conducting graduate research and reporting. Areas of study include primary and secondary data collection, on-line search methods, and the analysis and compilation of conclusions for decision making. A final research paper will focus on the student's area of concentration. This course must be taken during the student's first or second semester.	<b>3 credits</b>
<b>HSA6001</b>	<b>Professional Portfolio</b> In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.	<b>0 credits</b>
<b>HSA6010</b>	<b>Public Health Interventions in the 21<sup>st</sup> Century</b> This course will focus on the study of basic population structure, composition, trends and their relationship to the delivery of healthcare services, including emergency preparedness and bioterrorism threats. The methods and techniques used by epidemiologists investigating the distribution and causes of diseases are utilized in a holistic approach to principles of disease surveillance, control and prevention.	<b>3 credits</b>
<b>HSA6015</b>	<b>Healthcare Finance</b> A study of financial management in healthcare organizations. Topics include financial statements analysis, budgeting, capital management, reimbursement mechanisms as well as cost control in the healthcare arena.	<b>3 credits</b>
<b>HSA6020</b>	<b>Comparative Health Policy</b> This course will study U.S. healthcare policies from a political and economic perspective and explore the tools and mechanisms that have been used to manage cost, care, and the health of populations worldwide. Why many western countries other than the U.S. have better healthcare outcomes and less expensive systems will be investigated.	<b>3 credits</b>
<b>HSA6030</b>	<b>Strategic Planning and Finance in Healthcare</b> This course will explore the principles, techniques, and case study applications of strategic planning and finance in the context of changing environmental, policy, and competitive forces in the health services industry. The course will investigate methods of strategic planning and management of health services organizations, techniques for determining strategies for unique services, integration of strategy, structure, finance and administrative systems.	<b>3 credits</b>
<b>HSA6040</b>	<b>Healthcare Leadership</b> This course provides a comprehensive study of the issues and problems faced by leaders in the rapidly changing health services delivery system. Emphasis will be placed on the natural conflict that occurs between leaders and practitioners and the best practices used to lead in the complex environment of healthcare.	<b>3 credits</b>
<b>HSA6050</b>	<b>Health Care Informatics</b> This course explores the implementation and management of technology used to improve the delivery of healthcare from a manager's perspective. The use of computer technology in healthcare is far ranging and sophisticated, both administratively and clinically. The legal and ethical issues surrounding biomedical informatics will also be covered.	<b>3 credits</b>

- HSA6055      Quality Management in Healthcare      3 credits**  
This course explores the principles and techniques of quality improvement and quality management as applied in healthcare organization. Topics include data collection, statistical tools and organizational accountability as related to quality improvement and management.
- HSA6070      Healthcare and Organizational Behavior      3 credits**  
Healthcare organizations have unique behavior qualities. In this course, power, influence, motivation, group dynamics, values, and communication will be explored in the context of care giving. Healthcare organizations have many different credentialed professionals who function under many different credentialed professionals who function under many prescribed guidelines creating a challenging management environment.
- HSA6072      Long Term Care Administration      3 credits**  
The growing aging population and its need for a continuum of healthcare services are explored in this course. The continuum includes home health, ambulatory care, extended care, long term care and hospice care. Financing, legal and ethical issues associated with long term care will also be covered.
- HSA6074      Policy and Politics in Healthcare      3 credits**  
This course is an analytical overview of the historic and contemporary involvement of government and politics in the development of the US healthcare system. The political dimensions that affect healthcare finance and delivery will also be covered.
- HSA6096      Directed Study in Healthcare Administration      3 credits**  
The Directed study is intended to allow the student to pursue a specific topic in healthcare in detail culminating in a significant contextual essay on the topic of study. The study will be conducted under the supervision of a graduate faculty member and may include a practice experience. Prerequisite: Advanced graduate standing and permission of Program Chair.
- HSA6999      MHA Comprehensive Examination      0 credits**  
A non-credit requirement to pass the Master of Health Administration Comprehensive Examination after completion of the Health Administration Core courses and as a qualifying condition for graduation. HSA6999 is not a course of study, but is an examination that is listed as a course number to assure documentation of successful completion.

**MASTER OF SCIENCE IN MANAGEMENT COURSES**

- MAN5105      Strategic Human Resources Development      3 credits**  
This course examines the major functions of human resources development including theory, processes, and skills from a strategic perspective. Also examined are special decision-making challenges faced by contemporary organizations in a rapidly-changing global environment.
- MAN5135      Managerial Finance: Use and Analysis      3 credits**  
This course teaches students core financial concepts and tools needed for effective business planning and decision making. Topics are presented from a user perspective and include transaction analysis; cash flow management; financial statement analysis and interpretation; financial ratio analysis; financial forecasting; external sources of capital; and operational, cash, and capital budgeting.

- MAN6001 Professional Portfolio 0 credits**  
In this course students will produce an electronic professional portfolio that demonstrates their mastery of Hodges University's core competencies of Critical Thinking, Effective Communications, Initiative, Leadership Ability, and Research Ability. Students are required to take this course their last semester with the University and must successfully complete this course in order to graduate.
- MAN6200 The Evolution of Organizational Dynamics 3 credits**  
This course focuses on how organizations change and evolve. It examines characteristics of more traditional forms of organizations and explores the likely characteristics of organizations of the future: networked, flat, flexible, diverse, and global. Forces that appear to be pushing toward the new model will be examined including techniques for improving organizational effectiveness and member fulfillment by means of planned change.
- MAN6225 Training, Development, and Motivation for Adult Learners 3 credits**  
This course focuses on adult learning and motivation for the purpose of creating and facilitating effective and efficient learning experiences for individuals and groups in an organizational environment. Topics include managing the training function, roles and competencies of trainers, assessing training needs, program development, methods of intervention, and evaluation of training. Techniques and theories of training and development of personnel in organizational settings are explored.
- MAN6250 Leaders and Managers in the 21<sup>st</sup> Century 3 credits**  
This course focuses on classical and contemporary leadership concepts and explores new demands and relevant strategies for leaders in the 21<sup>st</sup> century. Students will examine the decision-making roles of the manager/leader/facilitator in light of personal, organizational, and societal needs judged by standards of effectiveness and ethicalness to determine what leads to outstanding performance as a general manager.
- MAN6290 Managing the Dynamics of Organizational Development and Change 3 credits**  
This course provides an overview of how organizations develop over time and explores the issues and techniques involved in analyzing the dynamics of change and growth in organizations as they affect outputs such as quality and profitability. The course draws on knowledge and methods from the behavioral sciences in order to understand organizational performance and effectiveness through planned, systematic, long-range efforts with focus on social change.
- MAN6330 Compensation and Benefits 3 credits**  
This course focuses on how organizations use pay and benefit systems as strategic tools for improving motivation and organizational effectiveness. Topics include job evaluation systems, determining competitive compensation levels, non-cash compensation, paying for performance, and administering and applying pay systems. This course also focuses on legally-required employee benefits (social security, and worker and unemployment compensation) and voluntary programs such as healthcare, retirement programs, tuition refunds, stock purchase plans, employee assistance programs, etc. Financial, actuarial, administrative and legal implications of benefit plans are discussed in detail, as is how employees value benefits.
- MAN6340 Situational Practices 3 credits**  
This course examines applications of leadership theory, research concepts, and skills in teams and organizations. It provides insights into opportunities and challenges faced by leaders as they seek to adapt themselves and their organizations to the challenging global business environment.

- MAN6350 Labor Relations, Negotiations, and Legal Issues in Human Resources 3 credits**  
This course focuses on the interaction of management and labor in an organization and provides a comprehensive analysis of federal, state, and local laws as they affect the human resources function. Emphasis is placed on applying employment laws to develop programs that enable organizations to be proactive in meeting both organizational and work force needs while at the same time, resolving workplace disputes, negotiation, preventing litigation, and implementing and administering human resources policies and practices in compliance with applicable laws.
- MAN6390 Negotiation Agreement and Resolution Conflict 3 credits**  
This course examines negotiating techniques and dispute resolution designs including mediation, arbitration, peer review, and other alternatives to litigation in both domestic and international settings.
- MAN6410 Managing International Cultural Differences 3 credits**  
This course examines cultural similarities and differences on business practices in the U.S. and selected countries and provides methods to build synergistic solutions from those differences. Topics include difficulties organizations encounter in understanding implications of operating in foreign countries; cross-cultural communication, laws, and practices; and/or dealing with employees from various backgrounds.
- MAN6420 Strategic Recruitment, Selection, and Retention 3 credits**  
This course develops a strategic framework for providing corporations with the human resources needed to achieve corporate goals. Topics include strategies for short- and long-range human resource planning, recruiting and selection, development, motivation, evaluation, remuneration, employee separations, and retention.
- MAN6430 Developing and Managing Strategy in a Global Environment 3 credits**  
This course surveys modern analytical frameworks for formulating and implementing long-range organizational plans and examines how the various functional areas work together in formulating strategy. Students refine environmental assessment skills, craft strategies, and study global issues to enhance their ability to think strategically and make decisions about how to allocate scarce resources to accomplish goals. Qualitative and quantitative approaches as well as the nature of the decision process are considered.
- MAN6440 Strategies of Human Resources 3 credits**  
This course covers a more proactive view for integrating strategic organizational planning and human resources issues. This course emphasizes the importance of integrating human resource activities in the context of the organizations' strategic plan and explores decision-making from the perspective of the private or public sector manager who must decide how to allocate scarce resources to accomplish organizational goals and objectives. Qualitative and quantitative approaches are considered.
- MAN6510 Contingency Planning and Risk Assessment 3 credits**  
This course explores crisis management principles, strategies, tactics, and communication methods in order to predict, manage, and control expected or unexpected contingencies in order to develop expertise in the pivotal role of preparedness in a complex world. Emphasis is placed on the process of developing and implementing a business contingency plan.

- MAN6520 Business Impact Assessment and Analysis 3 credits**  
This course focuses on anticipating and assessing the effects and implications of any disruption or predictable security threat. The course includes a foundation in analyzing potential and non-financial impacts to organizations due to disruption. Also emphasized are critical analysis, planning skills and tools.
- MAN6530 Strategy and Planning for Business Continuity 3 credits**  
This course emphasizes response to readiness through the use of control models such as strategic planning and implementation associated with crisis, recovery, and restoration procedures. The process of risk assessment and analysis leading to plan development is examined through the inclusion of issues of chain of command; role delegating; crisis escalation; employee life-safety readiness; evacuation preparedness; and the potential impact of widespread outage which affects telecommunications, emergency systems, transportation, food service facilities, and many other areas.
- MAN6540 Exercising and Maintaining a Continuity Plan 3 credits**  
This course focuses on the development and testing of a business continuity plan for an organization. Trial runs, tabletops, walk-throughs, and drill tests are discussed and analyzed to understand their value in the process. In addition, the steps to continuity planning maintenance are covered in order to understand how to budget for change and ensure senior management considers its business continuity plan whenever business operations are modified.
- MAN6550 Contingency Planning and Communication 3 credits**  
This course provides an understanding of how internal and external communication about an organization's business disruption and its effect on stakeholders fits into crisis management and continuity planning. It focuses on how to mobilize organizational resources in a crisis to develop and implement a communication strategy and plan. Topics included are crisis management skills, handling news media and press conferences, common missteps and how to avoid them, obtaining forgiveness when people are hurt, squashing false rumors, and restoring trust and confidence.
- MAN6560 Management Perspectives in Preserving American Security 3 credits**  
This course presents an overview of the key homeland security issues facing the United States. These include the causes of war, terrorism, the spread of weapons of mass destruction, the challenge from the developing world, the responses to security threats in the wake of 9/11. The roles and regulations of the Department of Homeland Security and other related agencies will be discussed as they relate to awareness, prevention, protection, response, and recovery.
- MAN6903/6 Directed Research Project 3 or 6 credits**  
An advanced directed research project in an area of management that is of particular interest to the student. The research project will be conducted under the supervision of the Program Chair and Vice Program Chair. This course may be taken for 3 or 6 credits, but must be completed within one term. Prerequisites: Advanced graduate standing and permission of faculty advisor.
- MAN6950 Management Capstone Project 6 credits**  
This course is the capstone course for the Master of Science in Management Program. Its main focus is for students to demonstrate they have achieved the goals for learning established by Hodges University and the Management Department. The student will demonstrate and apply his or her command, analysis, and synthesis of knowledge, skills, abilities, and theoretical concepts fostered throughout the Program to a project which serves as an instrument of evaluation.

**HODGES UNIVERSITY**  
**A Florida Non-Profit, Tax Exempt Organization,**  
**A Postsecondary Educational Institution**

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Health Administration (MHA) Program Director.....	Carlene Harrison
MBA/MPA Program Director .....	Aysegul Timur
MCT/MIS Program Director .....	Michael Nelson
Management (MSM) Program Director .....	Nancey Wyant
Professional Studies (MPS) Program Director .....	Karen Locklear

GRADUATE PROGRAM COMMITTEE:	Frederick Nerone (Chair)	Kelly Miller
	Rosemary Arway	Carol Morrison
	Jeanette Brock	Michael Nelson
	Carlene Harrison	Aysegul Timur
	Karen Locklear	Nancey Wyant

**Please check the directory on the Hodges University Website for a complete listing of staff members.**

**GRADUATE FACULTY**

Faculty members who serve the graduate student body are appointed by the President upon the recommendation of the Executive Vice President of Academic Affairs and the Graduate Program Committee. Faculty members must possess an earned doctorate in the field in which they are teaching or a related field. Selection to serve on the graduate faculty is based upon academic credentials, teaching experience, professional practitioner experience, and other scholarly achievements.

Arway, Rosemary	Ed.D. M.S. B.A.	Argosy University University of Bridgeport Iona College	MCJ Program Director, Full-Time
Ball, Diane	Ph.D. M.A. B.S.	Nova Southeastern University Johnson and Wales University University of Massachusetts at Lowell	MCT Program MIS Program Full-Time
Bosserman, Larsen	Ph.D. M.B.A. M.Ed. B.S.	Florida State University The University of Memphis University of Virginia Lynchburg College	MHA Program Full-Time
Chancy, Melinda	Ph.D. M.B.A. B.S.	Walden University Nova University University of Florida	MBA Program MPA Program Full-Time
Cole, Donald G.	Ed.D. M.S. B.S.	Nova University Montclair State College Montclair State College	MCT Program MIS Program Full-Time
Cooney, William	Ph.D. M.A. B.A.	Marquette University Northern Illinois University Trinity College	MPS Program Full-Time
Ehart, Charles	D.P.A. M.A. B.S.	Nova Southeastern University Bowie State College Mount Saint Mary's College	MPA Program Full-Time
Feliciano, Joe	D.P.S. M.S. B.S.	Pace University Long Island University Hawaii Pacific University	MCT Program MIS Program Full-Time
Ferenz, Leonard	Ph.D. B.A.	Georgetown University Denver University	MBA Program MPA Program Full-Time
Forrer, Donald	D.B.A. M.S. B.A.	Nova Southeastern University Central Michigan University Capital University	MBA Program MPA Program Full-Time

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Gordin, Patricia	Ph.D. M.Ed. M.B.A. B.A.	University of South Florida Florida Gulf Coast University University of South Florida Rockford College	MPS Program Full-Time
Ginsberg, Kenneth	J.D. M.C.J. B.S.	Seton Hall Hodges University Fairleigh Dickinson	MBA Program MPS Program Full-Time
Griz, William	Ph.D. B.S.	Michigan State University Michigan State University	MPS Program Full-Time
Harrison, Carlene	Ed.D. M.P.A. B.S.	Argosy University University of Colorado University of Colorado	MHA Program Dean – Director Full-Time
Hodge, James	J.D. B.S.	University of Akron University of Akron	MCJ Program Full-Time
Kasprzak, Cheryl	Psy.D. M.S. B.A.	Carlos Albizu University Carlos Albizu University Florida International University	MPS Program Part-Time
Kessler, Patricia	D.P.A. M.S. B.S.	University of Baltimore University of Maryland University of Maryland	MBA Program MPA Program Part-Time
Kessler, Thomas	D.B.A. M.B.A. B.S.	Nova Southeastern University University of Baltimore Golden Gate University	MBA Program MPA Program Part-Time
Kest, Ray	Ph.D. M.B.A. B.B.A.	Walden University University of Toledo University of Toledo	MBA Program MPA Program Full-Time
Kibitlewski, Joseph	Ph.D. M.A. B.S.	Clark Atlantic University Mississippi State University University of Texas	MCJ Program Full-Time
Krzycki, Leonard	Ph.D. M.S. B.S.	Florida State University University of Nebraska University of Nebraska	MCJ Program Full-Time
Landrum, Gene	Ph.D. B.B.A.	Walden University Tulane University	MBA Program Professor Emeritus
Locklear, Karen	Ph.D. M.Ed. B.S.	Union Institute and University National Louis University Florida Metropolitan University	MPS Program Director -Dean Full-Time

Nelson, Michael	Ph.D. M.S. B.S.	University of Central Florida Florida Institute of Technology Southeast Missouri State University	MCT Program MIS Program Director - Dean Full-Time
Nerone, Frederick	Ph.D. M.A. B.S.	Union Institute & University Central Michigan University Wayne State University	MBA Program MPA Program Dean, Full-Time
Ramsey, Theresa	Ed.D. M.S. B.A.	University of Sarasota Troy State University Old Dominion University	MPS Program Part-Time
Smith, Earl	Ph.D. M.S. B.A.	University of Pittsburg Marywood College Thiel College	MPS Program Full-Time
Timur, Aysegul	Ph.D. M.B.A. B.S.	University of South Florida University of Istanbul University of Istanbul	MBA Program MPA Program MPS Program Director - Full-Time
Watts, Thomas (Jake)	Ph.D. M.L.S. B.A.	University of Alabama University of Texas University of Miami	MCT Program MIS Program Full-Time
Wyant, Nancey	Ph.D. M.S. B.S.	Walden University LaRoche College LaRoche College	MSM Program Director, Full-Time

**ACADEMIC CALENDAR**

**FALL TERM 2010**

September 9	Fall Term Begins
September 16	Last Date to Register
October 25	Mini-term Begins
November 25-28	Thanksgiving Holiday
December 22	Fall Term Ends
December 23-January 1	Winter Holiday

**WINTER TERM 2011**

January 2-12	Winter Break
January 13	Winter Term Begins
January 17	Martin Luther King Holiday
January 20	Last Date to Register
February 28	Mini-term Begins
April 22-24	Spring Holiday
April 27	Winter Term Ends

**SUMMER 2011**

May 12	Summer Term Begins
May 19	Last Day to Register
May 30	Memorial Day Holiday
June 27	Mini-Term Begins
July 4	Independence Day Holiday
August 24	Summer Term Ends

**FALL TERM 2011**

September 8	Fall Term Begins
September 16	Last Date to Register
October 24	Mini-term Begins
November 24-27	Thanksgiving Holiday
December 21	Fall Term Ends
December 22-January 1	Winter Holiday

**WINTER TERM 2012**

January 2-11	Winter Break
January 12	Winter Term Begins
January 16	Martin Luther King Holiday
January 20	Last Date to Register
February 27	Mini-term Begins
April 6-8	Spring Holiday
April 25	Winter Term Ends

**SUMMER 2012**

May 10	Summer Term Begins
May 18	Last Date to Register
May 28	Memorial Day Holiday
June 25	Mini-Term Begins
July 4	Independence Day Holiday
August 22	Summer Term Ends

**TUITION AND FEES SCHEDULE**

**TUITION**

Basic Tuition for all Credit Hour Courses ..... \$615.00 per credit hour

**OTHER FEES AND CHARGES:**

Application Fee (Non-Refundable) ..... \$50.00

Computer Laboratory Fee..... \$60.00

**Student Services Fees Payable Each Semester**

Library ..... \$75.00

Registration Fee..... \$30.00

Student Service Fee ..... \$35.00

Technology Fee ..... \$50.00

Graduation Fee ..... \$150.00

Late Registration Fee..... \$25.00

Withdrawal Fee: An administrative withdrawal fee of \$100.00 will be charged a student withdrawing from the University as described under the published University refund policy.

Books and supplies are sold as needed and are available in the University virtual bookstore or may be purchased from other booksellers. There is no requirement to purchase books and supplies in the University virtual bookstore.

Please check with your Program Chair or Director for changes to faculty and staff.