"Discover Yourself and Your Future"

I look out my window over the campus, and I am pleased with what I see. As Lynn University moves forward into the 21st century, we are enjoying amazing progress. The heart of this progress is our students -- you're the reason we're all here!

At Lynn University, we believe that education is a pathway to the future -- one that can lead to exciting challenges and new horizons. Every faculty and staff member at Lynn truly cares about your individual welfare and personal growth. We pledge to help you develop the skills you need for a successful career, as well as sound values that will guide you honorably throughout your life.

The journey to a successful future depends upon the commitment of the traveler and the experiences encountered along the way. At Lynn University, we will guide your steps toward the realization of your potential and your dreams.

We invite you to seek your success at Lynn University. Come, join us at Lynn -- the "University for the 21st Century."

Donald E. Ross, President
MISSION

Lynn University is a private, coeducational institution, located in Boca Raton, Florida. Founded in 1962, the University was accredited by the Southern Association of Colleges and Schools in 1967.

The University is under the direction of a Board of Trustees, whose vision and commitment has been to develop academic programs that reflect the importance of global transformation, multicultural awareness, and international exchange.

The University offers Associate’s, Bachelor’s, and Master’s degrees designed for traditional-aged students, as well as a growing population of adult learners. Today, over 1500 students come from the local South Florida community, the United States, and 40 nations. Lynn University is proud of its tradition of educating men and women who assume positions of responsibility as competent professionals, as well as leaders in their chosen professions.

The University, small by design, provides an environment within and outside the classroom in which a community of learners can pursue academic excellence. Faculty, staff, and students contribute to an atmosphere that nurtures creativity, fosters achievement, and values diversity.

The University is committed to student-centered learning, where faculty and staff provide personalized attention to students who have varying levels of academic proficiency and are motivated to excel. A full range of academic and support programs is coordinated to serve the increasingly diverse needs of undergraduate and graduate students.

Lynn’s academic curricula and programs are structured to provide a balance between the theoretical and the practical, along with opportunities to become involved in community-based organizations and industries. Education and service are fully integrated to meet the changing needs of the local and global community. This integrated design prepares our graduates to meet the dynamic needs of the emerging global society.

Lynn University will have fulfilled its purposes if its graduates leave with knowledge, confidence, and competence, imbued with a sense of values for their worth and the world in which they live.

Accreditation: Lynn University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award the Associate, Bachelor, and Master degrees.
HISTORY OF THE UNIVERSITY

Lynn University was originally founded in 1962 as Marymount College, a two-year junior college for women. In December 1967, the College achieved the distinction of obtaining accreditation from the Southern Association of Colleges and Schools at the earliest possible date.

The College became coeducational in 1972, and later in 1974 the institution was renamed the College of Boca Raton. In 1982, the College expanded its offerings to include Bachelor’s degrees and offered its first Master’s degree program in 1985.

Based on the institution’s goal of expanding its focus nationally and internationally, the Board decided to attain university status, which was accomplished in September 1991. Coinciding with that important event, the institution was renamed Lynn University.

THE PURPOSE OF THE SCHOOL OF GRADUATE STUDIES

The School of Graduate Studies fulfills the mission of Lynn University by providing its graduates with the knowledge, competencies, and skills needed for leadership in the 21st century.

In order to achieve these purposes, the curricula of our graduate degree and certificate programs are reviewed on a regular basis to assure the academic quality and relevance of course offerings.

Committed to individualized student attention and mentoring, our faculty foster and help learners realize the development of their innate leadership talents and intellectual abilities.

Our synergistic learning environment stimulates and challenges students to

1. Understand the dynamic nature of our contemporary transformation into a global society;
2. Analyze the resulting opportunities and choices; and
3. Create new alternatives to address changing human needs.

More specifically, graduate students are expected to develop advanced competencies in critical thinking and analysis, which will enable them to understand and utilize a variety of knowledge bases developed to deal with contemporary and future issues, problems, and dilemmas.

Additionally, at the graduate level, students are expected to demonstrate a growing expertise throughout their graduate course work, culminating with the successful completion of a Graduate Project or passing a Comprehensive Examination.
HISTORY OF THE GRADUATE PROGRAMS AT LYNN UNIVERSITY

Graduate programs at Lynn University were initiated in 1985 with the introduction of the Master of Professional Studies in Eldercare and a Graduate Certificate in Aging Studies.

In response to the growing need for administrators in expanding fields, three new concentrations were added in 1992: Biomechanical Trauma, Hospitality Administration, and International Management.

The latest two additions to the M.P.S. concentrations are Geriatric Care Management and Sports and Athletics Administration, introduced in 1994. Also that year the M.Ed. program in Varying Exceptionalities and E.S.O.L. was offered.

DEGREE PROGRAMS AND CERTIFICATES

The School of Graduate Studies offers the Master of Professional Studies in Administration with concentrations in seven areas:

- Biomechanical Trauma
- Geriatric Care Management
- Health Care Administration
- Health Care Administration with a Nursing Home Administrator Licensure Option
- Hospitality Administration (Hotel, Restaurant, Tourism)
- International Management
- Sports and Athletics Administration

In addition, there are three certificate programs: Aging Studies, Health Care Administration, and Geriatric Care Management.

The M.Ed. program consists of 2 graduate degrees, a 36-credit degree with certification in Varying Exceptionalities and a 42-credit graduate degree with certification in Varying Exceptionalities and a teaching endorsement in English for Speakers of Other Languages (E.S.O.L.).

CAREER COUNSELING CENTER

Lynn University’s Career Counseling Center offers a variety of workshops related to securing jobs. Recruiters from various companies conduct interviews on the campus; advanced registration is required.

COMPUTER LABORATORIES

Two computer laboratories are available to graduate students. Thirty-nine computer stations are available with the latest versions of WordPerfect, Windows, Harvard Graphics, and Works.
COUNSELING CENTER
The Counseling Center offers a variety of services, including: Individual and group counseling for academic, personal, and social problems, such as substance abuse, eating disorders, relationships, self-esteem, and stress management. Interest, aptitude, and psychological testing are available by appointment. Referrals to community resources are available by request. All information is strictly confidential. Individual counseling is available to Lynn students without cost.

COUNT AND COUNTESS de HOERNLE SPORTS AND CULTURAL CENTER
The de Hoernle Sports and Culture Complex is a 35,000 square feet, multi-purpose facility, which opened Fall 1994. The building houses a gymnasium, locker rooms, meeting rooms, conference room and offices.

FACULTY OFFICES
The School of Business is located in Ritter Hall on the west side of the campus. Faculty offices are located in the classroom and office complex.

The School of Education, which has class rooms and faculty offices, is just north of Ritter Hall.

The School of Graduate Studies is located, with the School of Professional, Continuing and Graduate Studies, west of the Library. Gerontology and Health Services faculty have their offices here and in Wixted Hall located on the south side of the campus.

The School of Hospitality Administration is in its own building, adjacent to the School of Graduate Studies. Sports and Athletics Administration faculty are located in Trinity Hall.

LYNN STUDENT CENTER
The Student Center houses several important areas of the University.

The Christine Room is a private dining room located in the north portico. Donated by benefactors Eugene and Christine Lynn, the Christine Room is a setting for students enrolled in the Hotel and Restaurant Management Program at Lynn to practice the art of presentation for fine dining.
The Landgren Chapel, dedicated to the memory of Harold and Agnes Landgren, is located in the Lynn Student Center. The University Chaplain's office is adjacent to the Chapel. The Chaplain celebrates Mass daily and on Sundays, as well as hosts interfaith services and retreats.

The newly redecorated Student Commons, the student-faculty dining hall, is adjacent to the Auditorium.

The Student Center, located on the second floor, is an ideal place for students to meet or relax. A snack bar, television lounge, student conference room, as well as an outdoor terrace are the center for a variety of student activities and live entertainment.

UNIVERSITY BOOKSTORE
The University Bookstore is operated for the convenience of the university community. The Bookstore sells textbooks and other professional books, gift and souvenir items, University clothes, stamps, academic supplies. Snacks and beverages are also available. The Bookstore is open every day but Sundays.

LYNN UNIVERSITY INTERNATIONAL CENTER
Scheduled for construction in 1997-98, this 24,000 square foot state-of-the-art building will house classrooms and administrative offices, as well as offer a venue for activities involving a rapidly growing international student population. A large multi-purpose meeting room and 250-seat auditorium will be available for special programs and events.

The Center, currently located in Trinity Hall, will continue its tradition of offering programs and support services designed to enhance the education of both international and American students. Seminars, lecture series, films, open fora, discussion groups, and literature promote the goal of exchanging ideas and developing a multicultural perspective. An International Club provides cross-cultural experiences and social activities.

The International Student Advisor serves as a liaison between the University community and the private agencies that have an interest in the affairs of foreign nationals. The available services involve immigration regulations, academic, financial, and personal concerns, as well as issuing forms and official documents often used by international students while in the United States.
LYNN LIBRARY
A vast communications center, the 59,000 square foot Eugene M. and Christine E. Lynn Library provides the most advanced systems in information gathering. Students now have access to vast data bases on CD ROM and through a link up with SEFLIN (Southeast Florida Library Network) access to library catalogs from southeast Florida colleges and universities as well as libraries and universities throughout the world. Also included in the Library is the bibliographic lab where students are taught how to access the available data bases on local area networks and those delivered on the Internet and SEFLIN. The Perper Study Lounge is open 24 hours a day. Eventually, the Library will house 200,000 volumes in addition to its electronic files and data.

McCUSKER SPORTS COMPLEX
This Complex encompasses an outdoor pool for year-round use, tennis courts, basketball courts, a volleyball court, and soccer and baseball fields. Golf, polo, horseback riding and bowling are available in the nearby community.

A Special Note on Intercollegiate Activities
Many of our graduate students are interested in athletics as participants. With the changes outlined in the 1996-97 NCAA Manual, graduate students may now compete using the one-time transfer rule of eligibility, which follows:

14.1.7 Graduate Student/Postbaccalaureate Participation. A student-athlete who is enrolled in a graduate or professional school of the institution he or she previously attended as an undergraduate (regardless of whether the individual has received a United States baccalaureate degree or its equivalent), a student-athlete who is enrolled and seeking a second baccalaureate or equivalent degree at the same institution, or a student-athlete who has graduated and is continuing as a full-time student at the same institution while taking course work that would lead to the equivalent of another major or degree as defined and documented by the institution, may participate in intercollegiate athletics, provided the student has eligibility remaining and such participation occurs within the applicable five-year or 10-semester period set forth in 14.2

14.1.7.1 One-Time Transfer Exception. A graduate student who is enrolled in a graduate program or professional school of an institution other than the institution he or she previously attended as an undergraduate may participate in intercollegiate athletics if the student fulfills the conditions of the one-time transfer exception set forth in 14.5.5.3.11 and has eligibility remaining per 14.2 (Adopted: 1/9/96 effective 8/1/96 for those student-athletes who transfer to the certifying institution on or after 8/1/96)
PART 1

GRADUATE POLICIES AND PROCEDURES

APPLICATION REQUIREMENTS

Applications to the graduate program should be submitted to:

Counselor of Admissions
Office of Graduate Studies
Lyon College
P.O. Box 1594
Huntsville, AR 72702

Phone: (479) 252-3383
Fax: (479) 252-3383

Lyon College admits students of any race, color, gender, religion, national and ethnic origin, and all other criteria made available to students in its trained. Lyon College does not discriminate on the basis of sex, race, gender, religion, national and ethnic origin, disability, or age in administration of its educational policies, admis- sion policies, scholarship and loan programs, and athletic and other school administered programs.
SCHOOL OF GRADUATE STUDIES

The School is responsible for all graduate programs at Lynn University. The School is located in the same building as the School of Professional, Continuing and Graduate Studies.

The Graduate Council, consisting of the graduate deans and faculty, is responsible for upholding the academic standards of the graduate programs, and as such

1. Establishes the standards and criteria for graduate admissions to Lynn University,
2. Establishes academic policies for the graduate programs and its exit requirements,
3. Conducts on-going curriculum review,
4. Assesses graduate student academic progress, and
5. Plans and evaluates new graduate programs and concentrations.

GRADUATE ADMISSION REQUIREMENTS

All applicants must possess a Bachelor’s degree from an accredited college or university and should have a minimum “B” average in upper division (junior and senior) course work. Consideration will also be given to those, who do not have the required GPA, but do show promise and ability to do graduate level work as demonstrated through their supporting application materials.

APPLICATION REQUIREMENTS

Application inquiries may be directed to:

Admissions Office
Lynn University
3601 North Military Trail
Boca Raton, Florida 33431-5598
Telephone: (407) 994-0770
1-800-544-8035

Lynn University admits students of any race, color, gender, religion, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. Lynn University does not discriminate on the basis of race, color, gender, religion, national and ethnic origin, disability, or age in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.
GRADUATE ADMISSION REQUIREMENTS

Applicants for the M.P.S. degree and one of its associated graduate concentrations or the M.Ed. degree must provide:

- A completed application form along with a non-refundable application fee of $50.00
- Two recommendations
- A resume of work experience
- Official transcripts
- A Statement of Professional Goals
- An acceptable graduate level entrance examination score

Applicants, who have not completed their undergraduate degrees at the point of application, should send official transcripts of their progress to date. Upon completion of the degree, they are required to submit an official final transcript, which includes the date of degree conferral.

If applicants have not completed the necessary undergraduate work in their field of proposed graduate study, specifically Hospitality Administration, Healthcare Administrator or International Management, they may be required to take a minimum of 3-15 credits in undergraduate preparatory courses prior to taking their concentration courses. Contact the Dean of the appropriate School for additional information and clarification.

The M.Ed. requires an interview and a third letter of recommendation as part of the application process. For those applicants who do not have an undergraduate degree in Education, the State of Florida requires four bridge courses and possibly student teaching.

GRADUATE ENTRANCE TESTING REQUIREMENTS

The M.Ed. requires the Miller's Analogies Test. The M.P.S. concentrations require the following entrance tests:

- Miller’s Analogies Test (MAT)
  Biomechanical Trauma
  Geriatric Care Management
  Health Care Administration
- Graduate Management Admissions Test (GMAT)
  Hospitality Administration
  International Management
  Sports and Athletics Administration

NOTE: A Graduate Record Examination (GRE) test taken within five years of application to the School of Graduate Studies may be substituted for the MAT.

The testing number for Lynn University is 5437.
INTERNATIONAL APPLICATIONS

International students, who need a Certification of Eligibility (Form I-20) for their student visa must also submit with their application:

1. Official transcripts with a certified English Translation.

Applicants, who have not completed their undergraduate degrees at the point of application, should send official translated transcripts of their progress to-date. Upon completion of the degree, they are required to submit an official final transcript, which includes the date of degree conferral.

2. Certification of finances from a bank showing sufficient funds to cover at least one year’s tuition, room and board, travel and miscellaneous expenses at Lynn University

OR A letter guaranteeing sufficient financial support from an employer, government or other sponsoring agent, with certification of finances from their bank.

3. Applicants from academic institutions where English is not the language of instruction must demonstrate their proficiency in the English language by submitting the results of the Test of English as a Foreign Language (TOEFL) as part of their application. In addition, it is strongly recommended that the Test of Written English (TWE) be taken along with the TOEFL. A minimum TOEFL score of 550 is required for graduate study.

The TOEFL is the only acceptable test for English proficiency. The test is offered four times a year in the United States and many foreign countries. Further information may be obtained at the American Consulate or by writing directly to:

Test of English as a Foreign Language (TOEFL)
P.O. Box 6155
Princeton, New Jersey 08541-6155, U.S.A.
Tel. (609) 951-1100

4. When an admission decision is reached, those applicants who are accepted receive with their notification letter a request for a $200.00 deposit as a confirmation of their plans to attend the University. An I-20 is issued upon receipt of the deposit.

AMERICAN DISABILITIES ACT (ADA)

Students wishing to avail themselves of special accommodations under the American Disabilities Act must disclose their special needs. The University representative can be contacted in the School of Education. Every effort will be made to make reasonable accommodations.
THE GRADUATE ADMISSION COMMITTEE

The Graduate Admission Committee, a sub-committee of the Graduate Council, evaluates each applicant on a case-by-case basis when his/her file is complete. Based on a review of the materials, the Committee may request additional information or require an interview.

Applicants who do not meet the minimal requirements for admission may be considered for probationary admission. Admission on probation is completely at the discretion of the Graduate Admission Committee. Students admitted on probation must maintain a minimum GPA of 3.0 in their first twelve credits of course work to become fully matriculated.

ADMISSION CLASSIFICATIONS

1. Admission

Applicants have submitted all appropriate application materials and documentation, met or exceeded the required standards and have a cumulative GPA of 3.0 or higher.

2. Probational Admission

Applicants have submitted all appropriate application materials and documentation, met the required standards except for an undergraduate cumulative GPA less than the required 3.0, but no lower than 2.0.

Applicants admitted as Probational Admission students are required to maintain a minimum 3.0 GPA for the first 12 hours of graduate study in order to be removed from probationary status. Thereafter, they are required to maintain the required cumulative GPA of 3.0.

3. Conditional Acceptance

Applicants have submitted all appropriate application materials and documentation with the exception of the required entrance examination and met the required standards. This acceptance is limited to nine credits. No credits are applied toward the master's degree until the required examination results have been submitted and reviewed by the Graduate Admissions Committee. Any other grounds for a conditional acceptance are time limited with the conditions clearly defined in the acceptance letter.
1995-96 GRADUATE TUITION AND FEES

The University reserves the right to change, with or without notice, any of the fees printed in this catalog. Increases should be expected in subsequent years.

Limited space is available in student housing for graduate students. For information on costs of room and/or board, contact the Office of Student Services.

Application Fee ................................................. $ 50.00
International Student Deposit ........................ $ 200.00
U.S. Student Deposit ........................................... $ 200.00
Tuition per credit hour ....................................... $ 350.00
Registration Fee (each Term) ............................... $ 25.00
Late Registration Fee* ........................................ $ 25.00
BMT Service Fee (each Quadrant)** ....................... $ 200.00
Computer Laboratory Fee ..................................... $ 30.00
Transcript Requests (per transcript) ......................... $ 5.00
Graduation Fee .................................................. $ 125.00

* Approval must be obtained in writing from the Provost and Academic Vice President
** For students enrolled in the M.P.S. Biomechanical Trauma concentration

Non-Refundable University Fees

All application fees, tuition deposits, registration fees, residence hall deposits service (only for graduate students living on campus), deferred payment charges and BMT service fees are non-refundable.

Graduate Tuition Refund

The Graduate tuition refund policy and schedule is stated on page 34.

FINANCIAL AID

For all financial aid programs, the Free Application for Student Aid (FAFSA) must be completed and mailed to the Federal Processing Center. In approximately three weeks a report will be mailed to the student and one to Lynn University. Lynn University will then determine the student’s eligibility for the loan programs. An award letter must be signed by the student. Financial aid transcripts must be received from all prior schools, even if no financial aid was received, and all verification items (financial and eligibility status) must be completed before loan applications are submitted to the bank.

International Students are not eligible for federal financial aid.

Publications regarding grants and scholarships are available in the Financial Aid Office.
**Federal Stafford Student Loan**
Funds for this program are provided directly by banks, credit unions and other lending institutions. Federal Stafford Loans are need-based. The maximum amount available per academic year for a graduate student is $8,500. The interest rate on this loan is a variable rate not to exceed 8.25%. Repayment begins six months after leaving school, and students have up to 10 years to repay.

**Unsubsidized Federal Stafford Student Loan**
Funds for this program are provided directly by banks, credit unions, and other lending institutions. The Unsubsidized Federal Stafford Loan is not need-based. However, a determination of the student’s need has to be made before eligibility can be met.

The maximum amount available per academic year is $18,500, and if combined with the Federal Stafford Loan Program cannot exceed this limit. Students pay the interest during in-school and deferment periods. Students will be required to pay an origination fee of 3%.

Repayment begins six months after the student stops attending school at least half-time. The borrower is responsible for the interest during the grace period and has the option to pay it or have it capitalized as agreed by the borrower and lender.

**Assistantships**
Graduate Assistantships are available in each graduate division. Students must apply before June 15th for the next academic year, which begins in September. Students must demonstrate financial need, have a 3.0 grade point average or higher, and meet specific qualifications.

Assistantships cover the cost of full-time tuition (6 credits for each 10 week term) for Terms 1 through 3. A total of 36 weeks of employment will be required at 20 hours per week.

Applications can be obtained in the Financial Aid Office.
Private Scholarships
A limited number of private scholarships are available. Applicants must have a 3.0 grade point average, demonstrate financial need, and submit letters of recommendations. Applications may be obtained in the Financial Aid Office and must be submitted by August 1st.

Veterans Benefits
Lynn University is approved for Veterans training. Students are required to achieve a specified level of academic performance. Failure to do so will result in termination of benefits.

Educators Scholarship
Graduate students enrolled in one of the graduate education programs (M.Ed. or related certifications) and employed as full-time teachers, administrators or support staff at an educational institution may qualify for a scholarship tuition reduction of $135 per credit hour. To apply, contact the School of Education office, arrange an appointment to see the Graduate Advisor and submit an employment verification letter. Scholarship recipients are required to present their Class Registration Forms to the Financial Aid Office each term for scholarship approval.

1996-97 Tuition (per credit hour) .......................$350.00
Qualified Educators Scholarship..........................$135.00
Tuition Per Credit Hour for Educators..................$215.00

STANDARDS OF ACADEMIC PROGRESS
Based on Federal Guidelines
Financial Aid is awarded contingent upon the recipient's maintaining satisfactory academic standing and progress towards a degree.

Every student on financial aid will have his/her cumulative grade point average evaluated at the end of the term III semester each academic year. At that point, the student must have a cumulative grade point average of 2.0. If the student falls below a 2.0, he/she will be placed on financial aid probation for the following academic year. The student will be allowed Title IV financial assistance during the probationary period. A student will be removed from probationary status if he/she brings his/her cumulative grade point average to a 2.0 or better.

If the student has completed a second academic year of attendance at this university, he or she must have a 2.0 cumulative grade point average at the end of the Spring semester to retain Title IV funding for the following academic year. There will not be a probationary semester.

A student receiving Title IV funding must complete his/her degree within a specific time frame as follows:

<table>
<thead>
<tr>
<th></th>
<th>Masters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>9 terms</td>
</tr>
<tr>
<td></td>
<td>(3 years)</td>
</tr>
<tr>
<td>Part-time</td>
<td>18 terms</td>
</tr>
<tr>
<td></td>
<td>(6 years)</td>
</tr>
</tbody>
</table>
Each Title IV recipient must meet a specific measurement of academic progress within the specified time frame as follows:

**Full-time:**
- Masters: 14 credits (annually)

**Part-time:**
- 7 credits (annually)

A course withdrawal(s) or incomplete(s) will be evaluated as a non-completed course, and will not be counted towards the time frame requirement. A repeat course will be counted as a regular course.

The student may appeal these standards if there has been undue hardship (i.e., medical, death, divorce). Appeals must be directed to the Financial Aid Office for review by the Financial Aid Committee. Students will be notified by the Financial Aid Office within 30 days of the Financial Aid Committee’s decision.

Graduate Assistantships require a 3.0 grade point average at the end of each Graduate Term.

The Standards of Academic Progress applies to:

- Federal Stafford Loans (Subsidized and Unsubsidized)

**Withdrawal and Refund of Aid to Financial Aid Accounts**

If a graduate student withdraws from Lynn University prior to the first week of the term, and if financial aid has been used to pay all or any portion of the charges, the federal financial aid programs from which the funds were disbursed will be refunded to the appropriate agency in accordance with a formula required by federal regulations. The mandated order of the refund shall be: Federal Unsubsidized Stafford Loan, Federal Subsidized Stafford Loan, other federal sources, other state, private or institutional aid, and then to the student.

If any student withdraws any time during a semester ALL LYNN UNIVERSITY grants and scholarship funds will be restored one hundred percent (100%) to the University accounts.

This policy may result in a financial obligation to the University which is payable at the time of withdrawal.

**Tax Law**

Under current Internal Revenue Service regulations, any scholarships or grants that exceed tuition, fees, books and supplies must be reported as taxable income on the student’s tax return. Any international student from a non-treaty country receiving a scholarship will have withholding tax assessed and will be responsible for complying with Internal Revenue Regulations and deadlines.
M.Ed. DEGREE COMPLETION REQUIREMENTS

The graduate faculty has established three requirements for the successful completion of the M.Ed. degree.

1. Complete the degree in four calendar years from the date on a student's initial registration.

2. Maintain a cumulative 3.0 G.P.A. with no more than two Cs.

3. The third requirement varies, depending upon the M.Ed. degree program

   a. For the M.Ed. with an ESOL Endorsement,
      Complete 42 graduate credits, consisting of 27 credits in Varying Exceptionalities and 15 credits in ESOL AND successfully pass a Comprehensive Examination.

   b. For the M.Ed. without an ESOL Endorsement,
      Complete 36 graduate credits consisting of 27 credits in Varying Exceptionalities, 9 credits in research AND successfully complete a Graduate Project.

COMPREHENSIVE EXAMINATION FOR THE M.Ed. IN VARYING EXCEPTIONALITIES WITH AN ESOL ENDORSEMENT

The Comprehensive Examination in the M.Ed. program is required for those students who are enrolled in the Varying Exceptionalities Program with an ESOL Endorsement.

The Comprehensive Examination is scheduled twice a year: the first Saturday in December and the first Saturday in April, which are posted in the Graduate Academic Calendar each year. Application deadline is two weeks prior to the examination. All applications are available in the School of Education and must be approved by a student's Advisor. Students are eligible to take the Comprehensive during their last term.

The Comprehensive Examination consists of several case studies from which the student identifies the exceptionality, establishes the behavioral objectives and delineates the classroom strategies based on research in the field. In the event that a student does not pass the first time, s/he may repeat the Comprehensive Examination twice after an initial failure.
M.P.S. DEGREE COMPLETION REQUIREMENTS

The graduate faculty has established three requirements for the successful comple­tion of the M.P.S. degree.

1. Complete the degree in four calendar years from the date of a student's initial registration.

2. Maintain a cumulative 3.0 G.P.A. with no more than two Cs.

3. The third requirement varies with the M.P.S. concentration which follows:

a. Biomechanical Trauma Concentration: Complete a total of 36 credits, consisting of 12 credits of core courses, 21 credits of required concentration courses, including the completion and symposium presentation of a publishable research paper.

b. Geriatric Care Management: Complete 36 graduate credits, consisting of 12 credits of core courses, 21 credits of required and elective concentration courses and 3-credits in a 650 hour internship in a geriatric care management setting. During the internship, the student must demonstrate competency in geriatric care practice and complete an Internship Project successfully.

c. Health Care Administration: Complete 36 graduate credits, consisting of 12 credits of core courses, 21 credits of required and elective concentration courses, a 3-credit 650 hour internship in health care administration. During the internship, a student must demonstrate competency in administration/management of a health care organization and complete an Internship Project successfully.

d. Health Care Administration with the Nursing Home Administrator Licensure Option: Complete 42 graduate credits, consisting of 12 credits of core courses, 27 credits of required concentration courses and a 3-credit 650 hour administrative internship in long term care. During the internship, a student must also demonstrate competency in long term care administration by completing an Internship Project successfully and pass an Internship Examination.

e. Hospitality Administration: Complete 36 graduate credits, consisting of 12 credits of core courses, 21 credits of required and elective courses and a 3-credit Graduate Project, which demonstrates competency in hospitality administration.

f. International Management: Complete 36 graduate credits, consisting of 12 credits of core courses, 21 credits of required and elective concentration courses and a 3-credit Graduate Project, which demonstrates competency in international management.

g. Sports and Athletics Administration: Complete 36 graduate credits, consisting of 12 credits of core courses, 21 credits of required and elective concentration courses and a 3-credit Graduate Project, which demonstrates competency in sports and athletics administration.

GRADUATE PROJECT

A Graduate Project provides graduate students with an opportunity and means to demonstrate acquisition, mastery, and integration of the knowledge, skills, and aptitudes required by their concentration program. The Project itself focuses on a particular area of student interest.
Project Proposal Development

1. During MPS or EDU 505 Research Methods, the student identifies a specific research question or professional issue to be pursued. This topic requires approval by both the course instructor and the student’s advisor.

2. The student develops a plan (the methodology) for the way in which the question or issue is to be addressed, the type(s) of data needed, and the form in which the final product is to be presented.

3. At the conclusion of MPS or EDU 505, the student will have a draft of the Project Proposal. The Graduate Project Proposal is submitted to the student’s advisor for review, recommendations, and final approval. Once approved, the student must follow the project plan. Any changes or deviations from the plan must be approved by the advisor. A copy of the proposal is placed in the student’s permanent record.

The Graduate Project Components

The completed Project must have the following sections:

1. An Introduction, consisting of a statement of the problem or question to be addressed in the Project, its professional importance, and relevance.

2. A Literature Review, including the latest theories, research, and contemporary thinking about problem or question, in terms of its cause(s), effect(s), and methods of investigation.

3. The Methodology section involves a plan for identification of data sources, data gathering, instrument(s) selection, procedure protecting or establishing the validity and reliability of the data, data analysis and any anticipated limitations.

4. The Results section encompasses an organized and systematic presentation of the findings.

5. The Discussion and Conclusions involves an interpretation of the findings, their limits, application to the question or problem under investigation, and how the results impact current literature.

6. A List of References concludes the Graduate Project.

The final project also may include such additional products as a videotape or computer program. However, complimenting this type of project will be a written abstract summarizing the five elements above and including a list of references.

Grading for the Graduate Project

The Project is graded on the basis of a pass or fail. A pass is equivalent to a B or better, a fail to less than a B. In the event that a completed Graduate Project does not meet the University standards and receives a grade of fail, the student will meet with the Advisor to review the problems that need to be addressed and resubmit the revised Project within 90 days of the meeting. No additional extensions are granted.

Completion of Graduate Project

The approved completed version of the Project is submitted in triplicate, the original plus one for the School’s library and one for the Lynn University Library. Projects must be completed within one year of the date of the accepted proposal.
PART 2

ETHICAL AND ACADEMIC STANDARDS

STUDENT RESPONSIBILITY

ETHICAL AND ACADEMIC STANDARDS

INTEGRITY

DEFINING ACADEMIC DISHONESTY

Defining dishonesty includes but is not limited to:

- Cheating: taking credit or presenting to the instructor as your own any written or oral material that corresponds, either in part or in totality, to any material not previously approved in advance by the instructor.

- Plagiarism: taking credit or presenting as your own work any written or oral material that is prepared by someone other than yourself.

- Fabrication: taking credit or presenting as your own work any written or oral material that is not actually the result of your own intellectual effort.

- Collaborating without permission: taking credit or presenting as your own work any written or oral material prepared in collaboration with someone other than the instructor.

- Falsification: taking credit or presenting as your own work any written or oral material that is not the result of your own intellectual effort, but is fabricated or altered in any way.
STUDENT RESPONSIBILITY

Lynn University encourages its students to take the major responsibility for their own academic activities and to accept the resulting consequences. No student should behave or act in a manner that would harm the educational environment or diminish the learning experience of any other member of the academic community.

Each student is responsible for a knowledge of and adherence to regulations regarding registration, withdrawal, degree plan, deadlines, graduation requirements and the payment of tuition and fees.

GRADE REVIEW PROCESS

A final course grade may be reviewed the following term only on the basis of prejudice or miscalculation. This review process is as follows: (1) The student would appeal to the instructor. (2) If unsuccessful, the student may then appeal to the instructor’s immediate supervisor (normally the School Dean) by submitting a written statement with evidence supporting his/her case. (3) If this appeal is lost, the student must convince one member of the Academic Grade Review Committee of the merit of his/her case. (4) If one member of the committee is convinced that there was prejudice or miscalculation involved, the Academic Grade Review Committee will convene within two (2) weeks of the final request by the student to determine the results.

For a disputed test or paper grade, the student must first appeal to his/her instructor. Then the student may appeal to the instructor’s immediate supervisor (normally the School Dean) by submitting a written statement. This process must take place within seven (7) days from the date of the student’s notification of the grade.

INTEGRITY

All members of the university community, faculty, administrators, staff, AND students are obliged to adhere strictly to the highest standards of academic integrity in study, research, instruction and evaluation.

To protect the integrity of the grading system and to affirm the importance of honesty and accountability in the academic community, the University imposes strict penalties for academic dishonesty.

DEFINING ACADEMIC DISHONESTY

Academic dishonesty includes but is not limited to:

1. Cheating: Intentionally using or attempting to use unauthorized materials, information, or aids in any academic exercise.
2. **Fabrication**: Intentional and unauthorized invention or falsification of any information or citation in an academic exercise.

3. **Facilitating Academic Dishonesty**: Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

4. **Plagiarism**: Intentionally or unintentionally representing the words or ideas of another as one’s own in any academic exercise.

5. **Infringing on the Academic Rights of Others**: Such as defacement or theft of library material.

6. **Falsification of Academic Records**: Modification or changes on academic records.

**PENALTIES FOR ACADEMIC DISHONESTY**

A student found guilty of any act of academic dishonesty may be subject to the following maximum penalties:

1. **First Offense** - a grade of “F” will be given for the course in which the irregularity occurred.

2. **Second Offense** - dismissal from the University.

A student may appeal a charge of academic dishonesty through the Academic Appeals Committee.

**DISMISSAL FROM THE UNIVERSITY**

A graduate student may also be subject to academic dismissal due to a lack of academic progress, specifically when the graduate student has a second consecutive semester on academic probation. The academic records of these students are reviewed by their advisor and the Graduate Council to determine what action(s) will be taken. The Dean of the appropriate School sends the official decision to the student.

If there are sufficient and extenuating circumstances, the student may appeal the academic dismissal in writing to the Dean of the appropriate College. The Dean will review the petition with the graduate advisor and faculty for the final disposition.

Dismissed students, with the exception of anyone dismissed for academic dishonesty, may apply to the University for re-admission after one year from the term of dismissal. Readmission decisions will be based on documentation of graduate-level academic achievement at another university.

Veteran students will have their benefits terminated if they fail to attain a 3.0 AGPA after two consecutive terms on probation.
PART 3

GENERAL UNIVERSITY POLICIES
GENERAL INFORMATION

Lynn University is a private, four-year co-educational college, accredited as a Level III institution by the Southern Association of Colleges and Schools, and licensed by the Florida State Board of Independent Colleges and Universities.

The University is committed to providing equal access to education and employment opportunity to all, regardless of race, color, gender, religion, national and ethnic origin, disability, or age. The University is committed to implementing federal and state laws, regulations, and policies governing equal access and equal opportunity.

The University reserves the right to impose probation on any student whose conduct is unsatisfactory. The University further reserves the right, subject to University procedures, to require a student to withdraw at anytime. Admission of a student that is premised upon false statements or documents is null and void upon discovery of the fraud, and credit previously earned by the student is voided.

There will be no refund of tuition, fees, charges, or any other payments made to the University in the event the operation of the University is suspended at any time as a result of any act of God, strike, riot, disruption, or for any other reason beyond the control of the University.

Upon dismissal or suspension from the University, there will be no refund of tuition and fees. Further, in the event that there has been only a partial payment of fees and tuition, the University will consider the balance due.

Admission of a student to Lynn University for any academic year does not imply that the student will be re-enrolled in any succeeding academic year.

The University makes every effort to assure completeness and accuracy in the catalog. However, due to the inevitable changing nature of listings and policies from year to year, possible errors, misprints, or omissions may occur, for which the University shall not be held liable.

The provisions of this catalog are not to be regarded as an irrevocable contract between the student and the University. The University reserves the right to change any provision or requirement, including fees, contained in this catalog at anytime with or without notice.

NOTICE: Credits and degrees earned from colleges within the State of Florida which are licensed by the State Board of Independent Colleges and Universities do not automatically qualify the individual for a Florida Teaching Certificate or to participate in professional examinations in Florida. The established procedure requires the Florida Department of Education to review and recognize the credentials of the individual and the accreditation of the College granting the degrees, prior to approving teacher certification; and for the appropriate state professional board under the Department of Professional and Occupational Regulation to make similar evaluations prior to scheduling examinations. Any student interested in obtaining a Florida Teaching Certificate should contact the Office of Teacher Certification, Department of Education, Tallahassee, Florida 32301. Any student interested in practicing a regulated profession in Florida should contact the Department of Professional and Occupational Regulation, 2009 Apalachee Parkway, Tallahassee, Florida 32301.
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ADMISSION TO CLASS
Students are permitted to enter class only after completing the formal registration procedure AND obtaining financial clearance from the Business Office.

CAMPUS HOUSING
A limited number of campus accommodations are available to graduate students on a space available basis. For applications and information about costs for room and board, contact the Office of Student Services.

CANCELLATION OF COURSES
The University reserves the right to cancel any course for which an insufficient number of students have enrolled or for other reasons deemed necessary. No charge is made to a student for a registration change necessitated by such course cancellation.

CHANGE OF NAME, ADDRESS OR MARITAL STATUS
To insure that the University maintains accurate records, students who change their personal status (name, marital status, home address, etc.) should notify their advisor, the Registrars Office and Business office as soon as possible.

CLASSIFICATION OF GRADUATE STUDENTS
A graduate student is classified as full-time if registered for six or more credits a term. A minimum of 6 credits each term is the requirement to qualify for federal financial aid.

A student registered for less than six credits is considered part-time.

COURSE SCHEDULE CHANGES
Graduate students may change their course schedule only within the one-week period following registration at the beginning of each term. The deadline is posted on the School of Graduate Studies Academic Calendar.
DISMISSAL

The University reserves the right to dismiss any student who fails to meet the required standard of scholarship and to dismiss or suspend any student for violation of the rules of the University or for any reasonable cause. Since the University must make its financial commitments for an entire academic year, no reduction or refund of fees will be made in cases of a dismissal or suspension of a student.

FINANCE POLICY AND CHARGES

A finance charge is computed at the rate of 10% per annum on the unpaid balance of each student’s account as of the end of the immediately preceding month less any applied credits and payments received during the preceding month.

If a student’s account shows a past-due balance of any nature, the University will NOT

a. Issue grades or a diploma to that student,
b. Allow the student to enroll for subsequent terms,
c. Transfer college credits, and
d. Release transcripts of college credits until the student’s account is fully paid.

Failure to meet any financial obligations to the University could subject the student to the withholding grades for the current term; eviction from University housing (if applicable); suspension from classes; suspension of future services; referral of the student’s delinquent account to a collection agency; and the payment of additional late-payment charges, grade release fees, attorney’s fee, and other costs and charges necessary for the collection of any amount not paid when due.

GRADUATE GRADING SYSTEM

Faculty members have the responsibility of providing the University with an evaluation of the work of each student registered for their classes. Final course grades are entered on the student’s permanent University record at the close of each term or quadrant.

For graduate students, no more than six credits of graduate coursework with a “C” grade is acceptable.

Graduate students are expected to maintain an AGPA of 3.0 each term or quadrant, as well as throughout their graduate academic career. Graduate students unable to maintain the required 3.0 AGPA will be placed on academic probation.

Any course with a grade of “F” must be repeated prior to taking additional graduate courses.

Graduate students, who receive a grade of “F”, are in serious academic jeopardy and may be dismissed from a graduate program. A thorough review of the student’s academic progress is initiated by the coordinator of the program when this occurs, in order to determine whether or not and under what circumstances the student will be allowed to remain in the program.
The graduate grading system of Lynn University is as follows:

- **A** Excellent
- **B+** Above Average
- **B** Good
- **C+** Below Average
- **C** Minimum for Credit
- **F** Failure

Other symbols in use and not included in computation of average include the following:

- **W** Officially withdrawn from the course
- **AU** Audit
- **R** Repeated
- **I** Incomplete
- **IP** In Progress (for internships extending over one term)
- **P** Passing
- **NP** Not passing (used only for grading internships)
- **NR** Grade not reported
- **NG** No grade

A grade of “NG” is assigned to students, who enroll in a course, but do not attend any session and do not officially withdraw. A temporary grade of “NR” is also recorded if an instructor fails to list the grade prior to the time the grade reports are prepared and mailed. The actual course grade will be recorded as soon as possible upon its receipt.

**Add/Drop**
A student who withdraws from a course during the first week of the term does not receive a grade, and the course does not appear on the permanent University record. A student who withdraws from school between the second and end of the 5th week of the term (by the end of the 3rd week during summer term) receives a “W”. The fee to add/drop a course is $5.00 per change.

**Incomplete (“I”)**
An “I” is given for a course only under the following conditions: A student who is passing a course, but who has not met the course requirements by the end of the term receives an “I”. The grade of “I” reflects neither passing nor failing work. An “I” is not included in the calculation of the grade point average.

The student is responsible for completing the course requirements during the first two weeks of the following term. Failure to complete the course requirements within this time results in a grade of “F” for the course.

**Internship Grading**
A grade of “P” (designating Passing) is used for all internships. The “P” indicates that the student has fulfilled all academic requirements, professional obligations, and work associated with the internship, including the completion of the required hours in the field.
The credit hours are recorded, and the "P" is not used in the calculation of the grade point average.

A grade of "NP" (designating Not Passing) is used when the requirements, professional obligations, and work associated with the internship have not been completed successfully or when the required hours in the field have not been satisfied. Neither the credit hours nor any quality points are entered in a student's record.

A designation of "IP" is used to denote that an internship requirement has not been completed in one term and is continuing for an additional term.

GRADUATE GRADE POINT AVERAGE (GPA)

At the end of each term a GPA is computed as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points for Each Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td>B+</td>
<td>3.5</td>
</tr>
<tr>
<td>B</td>
<td>3</td>
</tr>
<tr>
<td>C+</td>
<td>2.5</td>
</tr>
<tr>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>

A cumulative record of the quality point standing of each student is maintained. Students who fail to meet minimum standards are placed on academic probation and their enrollment may be terminated if satisfactory progress is not made. To remain in good standing, a graduate student must maintain a cumulative GPA of 3.0 throughout the graduate program.

GRADUATION

Graduate students graduate either in December or May with one commencement scheduled in May. Students who complete their course work by Term 2 will be eligible to participate in the May 1997 Commencement. Those completing their course work after Term 2 will be eligible to participate in the 1998 Commencement.

Application

Applications for graduation are available in the Registrar's Office. Deadlines for applications are posted on the Graduate Calendar and occur in the last week of September for December graduation and the first week of December for a May graduation.

Fees

The 1994-95 graduation fee is $125.00. This fee applies to all graduates and represents their share of the expenditures related to both the individual graduate and the graduating class. The fee is payable whether or not the graduate participates in commencement. The fee includes costs pertaining to record verification, transcripts, diploma, commencement ceremony, and activities.
LATE REGISTRATION

Late registration requires written approval from the Provost and Academic Vice President. An additional Late Registration Fee is also charged.

RECORDS

The Family Rights and Privacy Act of 1974 (commonly called the Buckley Amendment) is designed to protect the privacy of education records, to establish the rights of students to inspect and review their records, and to provide a means of correcting inaccurate and misleading entries.

Lynn University makes every effort to comply with this law. Certain information is considered public and is released at the University’s discretion.

Unless a student files written notification to withhold disclosure, the University will release announcements of graduation, honors, and awards, and will verify dates of attendance and conferring of degrees.

Names, addresses, and other directory information will be released for use within the University community. Only transcripts of academic records and statement of academic status pertaining to Lynn University course work are released to third parties and then only with the written authorization of the student.

An adult student (age 21 or older) has the right to challenge any entry in their education record that is considered to be inaccurate, misleading, or in violation of the student’s privacy or other rights. Such challenge may be directed to the Office of the Registrar.

A student’s permanent record consists of the transcript, application for admittance, and semester grade reports. These records are maintained in the Office of the Registrar.

All documentation used in the admission and placement processes, while considered non-permanent, also is maintained in the Office of the Registrar during the period of the student’s period of enrollment.

REFUND POLICY

The student is responsible for initiating a written request for a refund to the Business Office. Refunds are then calculated on the basis of total term charges payable after other deductions for non-refundable deposits and fees.

A properly filed Request for Withdrawal form through the Registrar’s Office establishes the date to which the University refund schedule applies.

When a withdrawing student has been awarded financial aid, the financial aid programs’ funds will be reimbursed to the appropriate agency in accordance with federal regulations. Priority will be given to the following federal student aid programs under Title IV, such as the Federal Stafford Loan and the Federal Unsubsidized Stafford Loan.
Calculation of Refundable Amounts

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<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to the start of the term</td>
<td>100%</td>
</tr>
<tr>
<td>Through the first week of the term</td>
<td>75%</td>
</tr>
<tr>
<td>Withdrawal from classes</td>
<td>No Refund</td>
</tr>
</tbody>
</table>

REGISTRATION FOR CLASSES

Registration occurs a week prior to the beginning of each of the four terms. Schedules of Class Offerings are available in the Registrar’s Office and the School of Graduate Studies Office. Students may pre-register for their courses prior to the formal registration period.

From September to May, the Registrar, Financial Aid, and Business Offices are open Monday through Thursday from 9:00 a.m. to 6:00 p.m. and Friday from 9:00 a.m. to 4:00 p.m. for the convenience of students.

Prior to Registration, the student should contact his/her advisor to assist in program planning and approval for final course selection(s).

Registration Procedures

Each student must first meet with her/his advisor for approval of course selections. The student may then proceed to the Business Office to pay the tuition pre-registration fee and then to the Registrar’s Office to complete the registration process.

SATISFYING FINANCIAL OBLIGATIONS TO THE UNIVERSITY

The University will not grant a degree, issue a transcript or release term grades until all financial obligations have been satisfied.

Special Student Status

Special Students are those interested in registering for a graduate class(es) as non-degree seeking students. A Special Student is limited to a maximum of 9 credit hours (three courses). Educators seeking an ESOL Endorsement are limited to 15 credits (five courses).

Should a Special Student later apply and be accepted to a graduate program, the Dean of the program will determine which of the credit hours earned in this status at Lynn University may be applied to satisfy the graduate degree program requirements. This determination is made after the applicant has been accepted to the University or by the end of their first term as a matriculating student.

Those interested in enrolling as non-degree seeking students should contact the Admission Office for a Special Student Form and Registration materials. Term Schedules of Classes are available in the office of Admission, the Registrar’s Office and the School of Graduate Studies.
TRANSCRIPTS
Requests for transcripts should be directed to the Registrar’s Office. Each transcript is $5.00. Cash or checks made payable to Lynn University must accompany each request.

TRANSFERS TO ANOTHER M.P.S. CONCENTRATION
Should a graduate student wish to transfer to another M.P.S. concentration, a Request for Change of M.P.S. Concentration must be completed and approved. Forms are available in the School of Graduate Studies.

A copy of the approved form is filed with the Registrar, Business Office, School of Graduate Studies, and the new advisor. The student also receives a copy of the approved form.

TRANSFER OF GRADUATE CREDITS FROM OTHER COLLEGES AND UNIVERSITIES
Up to six hours of graduate credits from a fully accredited graduate school may be transferred into the MPS or M.Ed. programs if they meet the following School of Graduate Studies criteria:

1. The course(s) must be at the graduate level from either a degree program initiated at another school, but not completed OR a completed master’s degree.

2. The course(s) must have a grade of B or better AND be taken no more than four years prior to admission to Lynn University.

3. Transfer credit will be awarded only for those courses that are comparable in title and content to those in the Lynn University Graduate Catalog AND part of the proposed course of study.

4. For course titles not specifically listed in the catalog and curriculum, the Dean of the appropriate School will determine whether transfer credit will be awarded.

5. Credits taken at schools not accredited by one of the regional associations will be evaluated ONLY AFTER a student has submitted a school catalog and a course syllabus for each. In certain cases competency testing may be required.

6. If a particular course does not meet a specific curriculum or elective requirement in the planned program of study, the student may need to take more than the minimum number or courses in order to graduate.
Procedure:
Requests for Transfer of Credits should be directed in writing to the Dean of the appropriate School during the first term of graduate study. Appropriate documentation should accompany the request, consisting of an official transcript and one or more of the following: a course description, a catalog, a syllabus for the course, or completed written assignments for the course.

No requests for Transfer of Credit will be honored after the first term of graduate study at Lynn University.

WITHDRAWAL
Withdrawal from the University is a formal procedure, which requires submission of a Request for Withdrawal form available in the Registrar's Office. At that time the Student ID card must be returned to the Business Office.

Students not enrolled for two consecutive terms will be withdrawn from the University and must re-apply for readmission.
PART 4

SAFETY AND SECURITY REGULATIONS

ILLEGAL DRUGS

La Verne University has a "zero tolerance" policy on drugs. In general, the University does not condone the illegal manufacture, sale, possession or use of drugs. Including marijuana. Any student, prospective student, employee, or visitor in possession of illegal drugs in the residential areas is subject to immediate expulsion.
ALCOHOLIC BEVERAGES
Alcoholic beverages are not permitted in “public” areas of the University, such as lobbies, classrooms, lounges, building corridors, offices, parking areas or any outdoor areas on campus.

DRIVING REGULATIONS
All persons who park or operate a motor vehicle on the University campus do so under the laws of the State of Florida and the rules of the University.

TRAFFIC REGULATIONS
1. All students must register their car to obtain a parking sticker from the Student Services office in de Hoernle.
2. Pedestrians have the right of way on campus.
3. Maximum Speed Limit on campus is 15 miles per hour.
4. All loading zones must be cleared after completion of loading and unloading of vehicles.
5. Driving is permitted only on paved roads.
6. All vehicles come to a full stop at intersections marked with a Stop sign.
7. Driving, stopping, or parking on a lawn, sidewalk, or driveway is prohibited.
8. Drivers are to control their vehicle at all times. The driver and vehicles will be properly registered in accordance with Florida State Statutes.
9. In general, vehicle operators will be subject to Florida State Vehicle Laws, i.e., keeping to the right side of the road, turning properly, use of the directional signals, and the safe operation of a vehicle.
10. Reckless driving of any kind, including, but not limited to persons riding on the outside of car or endangering pedestrians will result in loss of campus driving privileges.
11. Vehicles parked in prohibited areas are subject to towing at the owner’s expense.

ILLEGAL DRUGS
Lynn University has a “no tolerance” policy on drugs. In essence, the University does not condone the illegal possession, use, provision or sale of drugs, including marijuana. Anyone using, providing or selling drugs will be reported to the police. Drugs are defined as compounds which are illegal except when taken under a doctor’s prescription.
SMOKING

To respect the rights of non-smoking persons and to insure the upkeep of the University buildings, smoking is prohibited in University classrooms and in other posted areas. Where smoking is permitted, students and staff alike are urged to be sensitive to the needs and feelings of others.
PART 5

THE GRADUATE DEGREE PROGRAMS

SPECIAL CURRICULUM REQUIREMENTS FOR THOSE WITHOUT AN UNDERGRADUATE DEGREE IN EDUCATION

For those who do not have an undergraduate degree in education, the following courses represent the minimum requirements to complete the graduate program:

- ELED 211 Education: The Environment for Learning
- PSY 201 Introduction to Psychology
- LDR 401 Leadership in the Educational Setting
- HIS 100 Introduction to History of Education
- MTH 100 College Algebra
- ENG 100 College Writing

In addition, successful completion of an approved program in the field of study is required. The program must be approved by the appropriate department head.

Program requirements vary depending on the specific graduate program and may include additional courses or research requirements. Please consult with the appropriate department head for more information.

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THE CURRICULUM OF THE M.ED.

The M.Ed. program consists of two graduate degrees: a 36-credit degree with certification in Varying Exceptionalities and a 42-credit graduate degree with certification in Varying Exceptionalities and a teaching endorsement in English for speakers of Other Languages (E.S.O.L.).

Because of the increase in linguistically diverse students in Florida schools, the State has mandated that all classroom teachers serving E.S.O.L. students have additional training.

Effective the 1993/94 school year, teachers with no prior experience teaching E.S.O.L. will need to take 15 credit hours to obtain an E.S.O.L. endorsement.

Varying Exceptionalities represents a distinct category of certification provided by the State of Florida Department of Education. Certification requires completing 27 credit hours of course work in varying exceptionalities, characterizing a diverse group of mildly handicapped students in a K-12 setting. Included in this category are students who may be emotionally handicapped, mentally handicapped or learning disabled.

SPECIAL COURSE REQUIREMENTS FOR THOSE WITHOUT AN UNDERGRADUATE DEGREE IN EDUCATION

For those applicants who do not have an undergraduate degree in Education, the State of Florida requires that the following courses be taken prior to issuing a 2-year temporary certificate.

* EDU 211 Language Arts in the Elementary School
* EDU 315 Reading in the Elementary School
* EDU 316 Diagnosis and Evaluation of Reading Problems
* EDU 318 Math in the Elementary School
* EDU 480 Student Teaching

In addition, the State of Florida may require additional courses in the field for certification, prior to issuing the 5-year certificate.

Program requirements may change in order to comply with any changes made by the State of Florida Department of Education. No "Grandfather" provision will apply should such program changes be necessary.
MASTER OF EDUCATION

COURSE DESCRIPTIONS

EDU 500 FOUNDATIONS OF EXCEPTIONAL STUDENT EDUCATION
An exploration and analysis of exceptional student education with a focus on government policy, particularly P.L. 94-142 and the A.D.A., areas contributing to the history of special education, legal and ethical issues in exceptional student education, and major theories associated with mildly handicapped situations. (3 credit hours)

EDU 505 RESEARCH METHODS
A review of the various methods of research and basic statistical methods appropriate to educational research. Students select a topic of interest in varying exceptionalities, design a research project and draft a proposal. Completion of the first two chapters of the Graduation Project: 1 Introduction and 2 Review of the Literature. (3 credit hours)

EDU 510 LANGUAGE DEVELOPMENT AND LEARNING
Theories of language acquisition, various models and patterns of language adaptation, types of listening and variables that affect listening, formal language tests, informal assessment measures of language problems, and specific teaching strategies in the areas of expressive and receptive language. (3 credit hours)

EDU 511 CHARACTERISTICS AND NEEDS OF MILDLY HANDICAPPED STUDENTS
An in-depth study of the characteristics and needs of the mildly handicapped student (mentally handicapped, specific learning disabilities, emotionally handicapped) along with the use of various teaching strategies and individual instruction. Suggested materials and methods utilizing microcomputers, self-correcting materials, instructional games and personalized education activities. (3 credit hours)

EDU 512 INSTRUCTIONAL STRATEGIES FOR THE EMOTIONALLY HANDICAPPED STUDENT
Specialized strategies for teaching emotionally handicapped (EH) students. Overview of instructional techniques, motivational strategies. Highlighted are the development, implementation and evaluation of individualized educational plans along with data base management. (3 credit hours)

EDU 513 INSTRUCTIONAL STRATEGIES FOR THE MENTALLY HANDICAPPED STUDENT
An exploration of unique teaching strategies for mentally handicapped (MH) students. Highlighted are the development, implementation, and evaluation of individualized educational plans. Special approach is to teaching functional skills, developmental programming, and data base management. (3 credit hours)
EDU 514 INSTRUCTIONAL STRATEGIES FOR SPECIFIC LEARNING DISABILITIES
Individualized instructional strategies for teaching students with specific learning disabilities (SLD), including specialized approaches to teaching basic skills and adaptation of curriculum. (3 credit hours)

EDU 521 METHODS OF TEACHING E.S.O.L.
Appropriate instructional methods and strategies for individuals and groups, using knowledge of first and second language acquisition. Designed to prepare classroom teachers to apply current and effective teaching methodologies in planning and delivering instruction to culturally and linguistically diverse students. (3 credit hours)

EDU 522 CURRICULUM AND MATERIALS DEVELOPMENT FOR E.S.O.L.
Application of second language acquisition theory, principles and research. Emphasis on appropriate curriculum and materials adaptation and development for students learning English as a second language. Procedures for evaluating materials. (Prerequisite: EDU 521) (3 credit hours)

EDU 523 CROSS-CULTURAL COMMUNICATION AND UNDERSTANDING
Identification of cultural issues relevant to communication, classroom interaction, academic content, along with parent and community involvement. Activities designed to foster the importance and appreciation of greater understanding, compassion, and appreciation among cultures. (3 credit hours)

EDU 524 APPLIED LINGUISTICS
Examination of modern English as used in the United States in light of current linguistic theories. Application of theory to teaching English to students of diverse ethnic and linguistic backgrounds. (3 credit hours)

EDU 525 TESTING AND EVALUATION IN E.S.O.L.
Selection, development, and administration of evaluative instruments suitable for use with students with limited English proficiency. Particular emphasis on discrete point versus pragmatic testing, formal versus informal assessment and non-biased assessment. (3 credit hours)

EDU 534 CLASSROOM BEHAVIOR MANAGEMENT
Developing strategies to formulate a standard of behavior in special needs classrooms. Methods to promote instructional momentum for special needs classrooms, as well as special educators working within regular classrooms. (3 credit hours)

EDU 561 ASSESSMENT OF EXCEPTIONAL STUDENTS
Comprehensive guide to collegiate, counseling, residential, social and vocational programs, serving adolescents and young adults with learning disabilities and other mild handicaps. (3 credit hours)
EDU 570  CAREER MANAGEMENT AND TRANSITION PLANNING FOR EXCEPTIONAL STUDENTS
Comprehensive guide to collegiate, counseling, residential, social and vocational programs, serving adolescents and young adults with learning disabilities and other mild handicaps. (3 credit hours)

EDU 664  GRADUATE PROJECT IN VARYING EXCEPTIONALITY
Continuation of research initiated in EDU 505. Development and completion of Graduate Project Chapters 3 Methodology and 4 Results. Refinement of research methodology, data gathering and presentation of results are highlighted. (3 credit hours)

EDU 665  ORAL DEFENSE OF THE GRADUATE PROJECT
Completion of Chapter 5 Discussion and Conclusion in preparation for the presentation of the Graduate Project results to the faculty. Demonstration of expertise in the Project topic and acquisition of beginning level research skills. (3 credit hours)

THE MASTER OF PROFESSIONAL STUDIES (M.P.S.)
The M.P.S. is designed to develop leaders and managers, who serve in the private and public sector, and understand the impact of the global transformations that affect our daily lives.

Dedicated to professional leadership development, our challenge is to empower graduate students to cultivate their unique potential and talents on the one hand to promote mastery of the knowledge, skills, and aptitudes necessary for effective leadership, on the other.

We at Lynn University believe this balance enables our graduates to make a difference by creating new opportunities and providing workable solutions to the problems that face us now and await in the 21st century.

THE CURRICULUM OF THE M.P.S.
THE CORE:
The M.P.S. has a unifying core curriculum of four required courses with an MPS designation, reflecting the knowledge and practices required for effective administration and management, specifically:

MPS 500 Management and Administration, MPS 505 Research Methodology, MPS 510 Legal Aspects and MPS 520 Marketing.

The 12-credit core is designed to assure that students have the foundation needed to pursue their individual interests through one of seven concentrations. Building on the core courses are concentrations courses that provide the breadth and depth to produce knowledgeable and skilled administrators and practitioners. The concentration courses also include a requirement for computer skills mastery within the professional discipline. Courses also have been designed to increase computer skill mastery.

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THE CONCENTRATION AREAS:
1. Biomechanical Trauma (BMT)
2. Geriatric Care Management (MGC)
3. Health Care Administration (HCA)
4. Health Care Administration with a Nursing Home Administrator Licensure Option (GHS)
5. Hospitality Administration (HA)
6. International Management (MIM)
7. Sports and Athletics Administration (SAM)

The M.P.S. degree requires the completion of 36 credits, except for the Health Care Administration concentration with the Nursing Home Administrator Licensure Option, which due to specific courses needed for licensure in the State of Florida requires 42 credits.

THE M.P.S. CORE COURSE DESCRIPTIONS

The first required M.P.S. courses provide a foundation for the knowledge, comprehension, and application of effective management and administration theories and practices. The other three courses in research, marketing, and legal aspects are designed to broaden and deepen the student’s professional outlook and familiarity with the changing world of the 21st century.

MPS 500 MANAGEMENT AND ADMINISTRATION
An examination of management functions, concepts, and principles. Exploration of managerial roles and administrative implications of systems theory. Management theory applied to case studies. Preparation of schematic models to solve problems. (3 credit hours)

MPS 505 RESEARCH METHODS
An examination of the methods of inquiry within the framework of management theory. Includes a critique of assessment issues in experimental and qualitative research, descriptive and exploratory studies in the management literature. Students design a research project and draft a research proposal. (3 credit hours)

MPS 510 LEGAL ASPECTS OF ADMINISTRATION AND MANAGEMENT
An advanced analysis of legal issues affecting industry. Examination of common law and statutes relating to the development and operation of business. Study of the corporate structure and legal liabilities affecting industry and business. An advanced analysis of legal case studies involving common law, federal, state, and local statutes. (3 credit hours)

MPS 520 MARKETING
A rigorous examination of marketing concepts. Market research to determine market needs and internal marketing including merchandising, advertising, promotion, public relations, and pricing. (3 credit hours)
BIOMECHANICAL TRAUMA CONCENTRATION

The Master’s program in Professional Studies with a concentration in Biomechanical Trauma is offered to licensed health care professionals who have a terminal degree in their specialty. Because this degree program is the first of its kind in the United States, it attracts professionals from all over the country.

The primary goal of this innovative program is to understand the modern treatment of Biomechanical Trauma. An added dimension of the program is the opportunity for interdisciplinary dialogue with health care professionals of various specialties.

This 36-credit degree requires 24 concentration credits. The program has an intensive seminar format, enabling students to complete their degree in 21 months. At the beginning of each quadrant (a 12-week period), students meet for five days (Wednesday through Sunday). During seven extended weekends, students come to Lynn campus to participate in seminars, visit clinical sites, meet with experts in the field and receive classroom instruction.

CURRICULUM OVERVIEW

Quadrant 1

- MPS 505 RESEARCH METHODS (3 credit hours)
- BMT 540 INTRODUCTION TO BIOMECHANICS (1.5 credit hours)

Quadrant 2

- MPS 500 MANAGEMENT & ADMINISTRATION (3 credit hours)
- BMT 541 ERGONOMICS (1.5 credit hours)
- BMT 570 DIRECTED RESEARCH (1 credit hour)

Quadrant 3

- MPS 510 LEGAL ASPECTS (3 credit hours)
- BMT 542 BIOMECHANICS OF HARD AND SOFT TISSUE INJURIES (1.5 credit hours)
- BMT 571 DIRECTED RESEARCH (1 credit hour)

Quadrant 4

- MPS 520 MARKETING (3 credit hours)
- BMT 543 BIOMECHANICS OF MOTOR VEHICLE ACCIDENTS (1.5 credit hours)
- BMT 572 DIRECTED RESEARCH (1 credit hour)

Quadrant 5

- BMT 550 NEUROLOGY I (1.5 credit hours)
- BMT 560 ORTHOPAEDICS AND REHABILITATION OF THE SPINE AND UPPER EXTREMITIES (1.5 credit hours)
BMT 544  BIOMECHANICS OF THE SPINE AND UPPER EXTREMITIES  
(1.5 credit hours)
BMT 573  DIRECTED RESEARCH (1 credit hour)

Quadrant 6
BMT 551  NEUROLOGY II (1.5 credit hours)
BMT 561  ORTHOPAEDICS AND REHABILITATION OF THE LOWER 
EXTREMITIES AND SPORTS INJURIES (1.5 credit hours)
BMT 545  BIOMECHANICS OF THE LOWER EXTREMITIES AND 
SPORTS INJURIES (1.5 credit hours)
BMT 574  DIRECTED RESEARCH (1 credit hour)

Quadrant 7
BMT 565  TRENDS IN HEALTH CARE MANAGEMENT AND ADMINIS­ 
TRATION (3 credit hours)
BMT 575  BIOMECHANICAL RESEARCH SEMINAR (1 credit hours)

BIOMECHANICAL CONCENTRATION 
COURSE DESCRIPTIONS

BMT 540  INTRODUCTION TO BIOMECHANICS
Overview of basic terminology and physics of materials, solid mechan­
ics, statistics and dynamics with emphasis on clinical trauma applica­
tions. (1.5 credit hours)

BMT 541  ERGONOMICS
Conceptual overview of basic motion analysis, biological signals, force 
and energy measurements and uses for estimating body mechanics. 
Applications to a variety of activities, such as daily living and work 
tasks. Evaluation of injuries, task and device design to minimize 
mechanical demands to injured subjects. (1.5 credit hours)

BMT 542  BIOMECHANICS OF HARD AND SOFT TISSUE INJURIES
Analysis of the mechanical behavior of hard and soft tissues with rela­
tion to mechanism of injury, evaluation of injury patterns, mechanical 
stability of injured limb parts and the biomechanics of orthopaedic 
management of injuries. (1.5 credit hours)

BMT 543  BIOMECHANICS OF MOTOR VEHICLE ACCIDENTS
Basic physics of impact mechanics on vehicles and occupants. 
Analysis of the relationship between impact mechanics on occupants 
and their injury patterns. Biomechanical and legal reconstruction of 
motor vehicle accidents and injuries in relation to motor vehicle design, 
function of safety features, and strategies for trauma management. 
(1.5 credit hours)
BMT 544 BIOMECHANICS OF THE SPINE AND UPPER EXTREMITIES AND INJURIES
Application of biomechanical principles to the evaluation of spinal cord and upper extremity injuries of the hard and soft tissues along with the biomechanics of their treatment. Biomechanics of orthopaedic devices and constructs utilizing orthopaedic devices related to principles of management. (1.5 credit hours)

BMT 545 BIOMECHANICS OF THE LOWER EXTREMITIES AND SPORTS INJURIES
Application of biomechanical principles to the evaluation of sports and lower extremity injuries of hard and soft tissues, as well as their biomechanics of treatment. Biomechanics of orthopaedic devices and constructs utilizing orthopaedic devices related to the principles of management. (1.5 credit hours)

BMT 550 NEUROLOGY I
An overview of the neurophysiological basis of Biomechanics of Trauma, including: associated neuropathology, diagnosis, instrumentation, and practical considerations for diagnostic protocols. (1.5 credit hours)

BMT 551 NEUROLOGY II
An examination of the clinical management of Biomechanical Trauma from a neurophysiological perspective, including: pharmacological, rehabilitative and other treatment strategies for specific diagnoses. (1.5 credit hours)

BMT 560 ORTHOPAEDICS AND REHABILITATION OF THE SPINE AND UPPER EXTREMITIES
Classification and analysis of injuries, incidence of injuries, as well as management strategies for acute and definitive care, rehabilitation outcomes. (1.5 credit hours)

BMT 561 ORTHOPAEDICS AND REHABILITATION OF THE LOWER EXTREMITIES AND SPORTS INJURIES
Classification and analysis of injuries, incidence of injuries, as well as management strategies for acute and definitive care, rehabilitation outcomes. (1.5 credit hours)

BMT 565 TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION
An examination of the recent changes in health care delivery systems. Focus on negotiating and contracting with other health organizations to develop integrated delivery systems in the health care industry. (3 credit hours)
BMT 570-74  DIRECTED RESEARCH
Ongoing consultation with the research advisor about the progress of the publishable research and final product. (1 credit hour each)

BMT 575  BIOMECHANICAL RESEARCH SEMINAR
Presentation of the publishable research in a symposium format. (1 credit hour)

GERIATRIC CARE MANAGEMENT CONCENTRATION

Geriatric care management is a collaborative multidisciplinary process dedicated to improving an older person’s quality of life. The clinical and evaluation process begins with individualized assessment and planning.

The geriatric care plan involves coordination, implementation and advocacy on behalf of the client for necessary services. Ongoing follow-up includes: comprehensive monitoring, evaluation and communication to promote and maintain effective care.

Geriatric Care Managers come from a variety of backgrounds, including social work, nursing and business. However, all need training in gerontology, as well as in management and administration. Geriatric Care Managers are usually self-employed or employed by human service agencies, health care organizations, and insurance companies.

At this time there is no license required. However, since several national organizations are working on credentialing, licensing will be required in the future. In the interim a graduate degree provides assurance that the care manager possesses the education, skills, and experience required to render appropriate services based on sound principles of practice.

As the United States shifts from an institutional focus for providing health care to the elderly to an “aging in place” (aging at home) model, the need for Geriatric Care Managers increases.

GERIATRIC CARE MANAGEMENT CONCENTRATION OVERVIEW

Prerequisite Courses
Those who have not completed undergraduate introductory courses in

a.  **Accounting**: are required to complete this prerequisite prior to taking **MGC 530 Managerial Finance and Reimbursement in Health Care Systems AND**

b.  **Computers**: are required to complete this prerequisite prior to taking either **MGC 580 Computer Applications** or its alternative **MGC 581 Quantitative Methods**.

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I. Required Courses: 21 credits

MGC 530  MANAGERIAL FINANCE AND REIMBURSEMENT IN HEALTH CARE SYSTEMS
MGC 540  HEALTH/MENTAL HEALTH DELIVERY SYSTEMS
MGC 550  CLINICAL ASPECTS OF MEDICAL CARE
MGC 560  CLINICAL ASPECTS OF MENTAL HEALTH CARE
MGC 561  DYNAMICS OF HUMAN RELATIONSHIPS
MGC 570  CARE MANAGEMENT: THEORY AND PRACTICE
MGC 580  COMPUTER APPLICATIONS OR
MGC 581  QUANTITATIVE METHODS

II. Elective Courses

MGC 565  TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION
MGC 610  CARE MANAGEMENT ADMINISTRATION
MGC 620  ELDER LAW
MGC 670  SPECIAL TOPICS IN CARE MANAGEMENT

III. Internship: 3 credit hours

MGC 680  CARE MANAGEMENT INTERNSHIP OR
MGC 681  ADVANCED CARE MANAGEMENT INTERNSHIP

GERIATRIC CARE MANAGEMENT

COURSE DESCRIPTIONS

MGC 530  MANAGERIAL FINANCE AND REIMBURSEMENT FOR HEALTH CARE SERVICES
An examination of various aspects of finance and reimbursement systems for health care services, ranging from budget development to cost containment. Review of private insurance, Medicare and Medicaid eligibility, reimbursement and other government entitlements. Analysis of marketplace forces that drive the costs of health care. (3 credit hours)

MGC 540  HEALTH/MENTAL HEALTH CARE DELIVERY SYSTEMS
Overview of the goals, structure and outcomes of health and mental health services in the U.S. Analysis of health and mental health system and utilization patterns at federal, state, and local levels. Specific services analyzed in terms of access, quality, and effectiveness. (3 credit hours)

MGC 550  CLINICAL ASPECTS OF MEDICAL CARE
Overview of anatomy and physiology of aging. Disease processes and manifestations in the elderly are discussed along with health behavioral and nutritional needs. Pharmacological and medical treatment reviewed along with professional and medical ethics. (3 credit hours)
MGC 560  CLINICAL ASPECTS OF MENTAL HEALTH CARE
Examination of the psychological theories of aging over the life span. Identification of the behavioral aspects: needs, stressors, psychodynamics, personality, emotions, and reactions. Review of major clinical diagnoses and associated treatment regimens. Individual care planning, rehabilitative and restorative care, models of effective treatment services. (3 credit hours)

MGC 561  DYNAMICS OF HUMAN RELATIONSHIPS
Emphasis on the development of clinical diagnostic and treatment skills from a bio-psychosocial approach to individual, family, and family system problems frequently encountered in professional practice, such as violence, abuse, addiction, loss and grief. (3 credit hours)

MGC 565  TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION
An examination of the recent changes in health care delivery systems. Focus on negotiating and contracting with other health organizations to develop integrated delivery systems in the health care industry. (3 credit hours)

MGC 570  CARE MANAGEMENT: THEORY AND PRACTICE
Understanding the theory and practice of care management and its practice implications. Skills development in interviewing, assessment instruments, and report writing. Other topics include: crisis management, family dynamics, advocacy, and confidentiality. (3 credit hours)

MGC 580  COMPUTER APPLICATIONS
An overview of the rapidly expanding technology of computers and Management Information Systems for administrators. Data systems and software commonly used in management are highlighted. (3 credit hours)

MGC 581  QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit tests and decision theory in the managerial decision making process.

MGC 610  CARE MANAGEMENT ADMINISTRATION
Development and administration of a care management business. Topics include: developing a business plan, strategic planning, systems implementation, legal liability, licensing, financing and accounting methods and computerization. Service delivery aspects include: staffing, quality assessment, risk management, billing procedures and systems. (3 credit hours)

MGC 620  ELDER LAW
Various aspects of law related to the older adult, including common law and statutes. Highlighted is the study of advanced directives (living wills, health surrogates and durable power of attorney), as well as guardianships, wills and living trusts. Issues of abuse, crime, patient rights, conflicts of interest and ethics covered. (prerequisite: MPS 510) (3 credit hours)
MGC 670  SPECIAL TOPICS IN CARE MANAGEMENT
Contemporary topics affecting Geriatric Care Management  
(3 credit hours)

MGC 680  CARE MANAGEMENT INTERNSHIP
A supervised 650 hour internship in an eldercare agency or organization. Designed for those who do not have experience in the field. Regularly scheduled meetings with both the field supervisor and the faculty advisor. Requires a written log, reports, evaluations and an Internship Project on a topic of student interest or one proposed by the internship organization. Student must demonstrate integration of theory with practice.  (3 credit hours)

MGC 681  ADVANCED CARE MANAGEMENT INTERNSHIP
A supervised 500 hour internship in an eldercare agency or organization. Designed for those with documented experience in the field. Regularly scheduled meetings with both the field supervisor and the faculty advisor. Requires written log, reports, evaluations and an Internship Project on a topic of student interest or one proposed by the internship organization. Student must demonstrate integration of theory with practice.  (3 credit hours)

Certificate in Geriatric Care Management
The graduate Certificate in Geriatric Care Management is intended for professionals who work directly with seniors in a clinical capacity or indirectly in an administrative capacity. The Certificate provides an opportunity to update knowledge of new specialization and various aspects of coordinated service delivery. The 21-credit graduate certificate requires 18 credits in course work and a 3-credit 500 hour supervised internship.

HEALTH CARE ADMINISTRATION
As health care reform finds its place on the legislative agenda, the industry is undergoing intense scrutiny and profound challenges in defining and providing quality medical care to all Americans. With the growing number of Americans lacking adequate preventive and primary care, new forms of private and public health insurance and service delivery systems will continue to develop.

The administrative complexity of the industry along with its escalating costs requires knowledgeable administrators, who can provide leadership in redefining the industry, its services, and its standards within a cost-effective, patient-centered coordinated service delivery system.

Health care administration spans a wide variety of health-medical care institutions such as HMOs, hospitals, nursing homes, mental health clinics, and home health care agencies. Administration of these and other facilities focuses on an understanding of the health care industry, its problems and challenges.
The master's degree program is intended for health care professionals or those interested in pursuing a career as a practitioner-administrator in the field and/or career advancement. By design, the mixture of required and elective courses along with an internship affords maximum flexibility in designing a course of study to fit individual needs.

Prerequisite Courses

Those who have not completed undergraduate introductory courses in:

a. **Accounting**: are required to complete this prerequisite prior to taking HCA 530 Managerial Finance and Reimbursement in Health Care Systems AND

b. **Computers**: are required to complete this prerequisite prior to taking either HCA 580 Computer Applications or its alternative HCA 581 Quantitative Methods.

HEALTH CARE ADMINISTRATION
CONCENTRATION OVERVIEW

I. Required Courses: 15 credit hours

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<tr>
<th>Course</th>
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<tbody>
<tr>
<td>HCA 530</td>
<td>MANAGERIAL FINANCE AND REIMBURSEMENT FOR HEALTH CARE</td>
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<td>HCA 540</td>
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II. Elective Courses: 3 credit hours

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<tr>
<td>HCA 555</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>HCA 565</td>
<td>TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION</td>
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<tr>
<td>HCA 570</td>
<td>HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS</td>
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III. Internship: 6 credit hours

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<th>Course</th>
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<tr>
<td>HCA 680</td>
<td>HEALTH CARE ADMINISTRATION INTERNSHIP OR</td>
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<tr>
<td>HCA 681</td>
<td>ADVANCED HEALTH CARE ADMINISTRATION INTERNSHIP</td>
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HEALTH CARE ADMINISTRATION
CONCENTRATION COURSE DESCRIPTIONS

HCA 530 MANAGERIAL FINANCE AND REIMBURSEMENT FOR HEALTH CARE SERVICES
Examination of various finance and reimbursement systems for health care services, ranging from budget development to cost containment. Review of private insurance, Medicaid and Medicare eligibility, reimbursement, and other government entitlements. Analysis of marketplace forces that drive the costs of health care. (3 credit hours)

HCA 540 HEALTH/MENTAL HEALTH CARE DELIVERY SYSTEMS
Analysis of the goals, structure and outcomes of health and mental health services in the U.S. Analysis of health and mental health systems and utilization patterns at federal, state, and local levels. Specific services analyzed in terms of access, quality, and effectiveness. (3 credit hours)

HCA 550 CLINICAL ASPECTS OF MEDICAL CARE
Overview of anatomy and physiology of illness and disease processes. Acute and chronic illness processes and their manifestations along with health behaviors and nutritional needs. Pharmacological and medical treatment reviewed along with professional and medical ethics. (3 credit hours)

HCA 560 CLINICAL ASPECTS OF MENTAL HEALTH CARE
Examination of the psychological theories of aging over the life span. Identification of the behavioral aspects: needs, stressors, psychodynamics, personality, emotions, and reactions. Review of major clinical diagnoses and associated treatment regimens. Individual care planning, rehabilitative and restorative care, models of effective treatment services. (3 credit hours)

HCA 565 TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION
An examination of the recent changes in health care delivery systems. Focus on negotiating and contracting with other health organizations to develop integrated delivery systems in the health care industry. (3 credit hours)

HCA 581 QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit tests and decision theory in the managerial decision making process. (3 credit hours)

HCA 670 SPECIAL TOPICS IN HEALTH CARE ADMINISTRATION
Special Topics include important contemporary topics with implications for today and tomorrow. (3 credit hours)
MGC 670  SPECIAL TOPICS IN CARE MANAGEMENT
Contemporary topics affecting Geriatric Care Management. (3 credit hours)

MGC 680  CARE MANAGEMENT INTERNSHIP
A supervised 650 hour internship in an eldercare agency or organization. Designed for those who do not have experience in the field. Regularly scheduled meetings with both the field supervisor and the faculty advisor. Requires a written log, reports, evaluations and an Internship Project on a topic of student interest or one proposed by the internship organization. Student must demonstrate integration of theory with practice. (3 credit hours)

MGC 681  ADVANCED CARE MANAGEMENT INTERNSHIP
A supervised 500 hour internship in an eldercare agency or organization. Designed for those with documented experience in the field. Regularly scheduled meetings with both the field supervisor and the faculty advisor. Requires written log, reports, evaluations and an Internship Project on a topic of student interest or one proposed by the internship organization. Student must demonstrate integration of theory with practice. (3 credit hours)

Certificate in Geriatric Care Management
The graduate Certificate in Geriatric Care Management is intended for professionals who work directly with seniors in a clinical capacity or indirectly in an administrative capacity. The Certificate provides an opportunity to update knowledge of this new specialization and various aspects of coordinated service delivery. The 21-credit graduate certificate requires 18 credits in course work and a 3-credit 500 hour supervised internship.

HEALTH CARE ADMINISTRATION
As health care reform finds its place on the legislative agenda, the industry is undergoing intense scrutiny and profound challenges in defining and providing quality medical care to all Americans. With the growing number of Americans lacking adequate preventive and primary care, new forms of private and public health insurance and service delivery systems will continue to develop.

The administrative complexity of the industry along with its escalating costs requires knowledgeable administrators, who can provide leadership in redefining the industry, its services, and its standards within a cost-effective, patient-centered, coordinated service delivery system.

Health care administration spans a wide variety of health-medical care institutions, such as HMOs, hospitals, nursing homes, mental health clinics, and home health agencies. Administration of these and other facilities focuses on an understanding of the health care industry, its problems and challenges.
The master's degree program is intended for health care professionals or those interested in pursuing a career as a practitioner-administrator in the field and/or career advancement. By design, the mixture of required and elective courses along with an internship affords maximum flexibility in designing a course of study to fit individual needs.

**Prerequisite Courses**

Those who have not completed undergraduate introductory courses in:

a. **Accounting:** are required to complete this prerequisite prior to taking HCA 530 *Managerial Finance and Reimbursement in Health Care Systems AND*

b. **Computers:** are required to complete this prerequisite prior to taking either HCA 580 *Computer Applications* or its alternative HCA 581 *Quantitative Methods.*

**HEALTH CARE ADMINISTRATION CONCENTRATION OVERVIEW**

**I. Required Courses: 15 credit hours**

- HCA 530 MANAGERIAL FINANCE AND REIMBURSEMENT FOR HEALTH CARE
- HCA 540 HEALTH/MENTAL HEALTH CARE DELIVERY SYSTEMS
- HCA 550 CLINICAL ASPECTS OF MEDICAL CARE
- HCA 560 CLINICAL ASPECTS OF MENTAL HEALTH CARE
- HCA 580 COMPUTER APPLICATIONS OR
- HCA 581 QUANTITATIVE METHODS

**II. Elective Courses: 3 credit hours**

- HCA 555 FINANCIAL MANAGEMENT
- HCA 565 TRENDS IN HEALTH CARE MANAGEMENT AND ADMINISTRATION
- HCA 570 HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS

**III. Internship: 6 credit hours**

- HCA 680 HEALTH CARE ADMINISTRATION INTERNSHIP OR
- HCA 681 ADVANCED HEALTH CARE ADMINISTRATION INTERNSHIP
HEALTH CARE ADMINISTRATION
CONCENTRATION COURSE DESCRIPTIONS

HCA 530 MANAGERIAL FINANCE AND REIMBURSEMENT FOR
HEALTH CARE SERVICES
Examination of various finance and reimbursement systems for health
care services, ranging from budget development to cost containment.
Review of private insurance, Medicaid and Medicare eligibility, reim­
bursement, and other government entitlements. Analysis of market­
place forces that drive the costs of health care. (3 credit hours)

HCA 540 HEALTH/MENTAL HEALTH CARE DELIVERY SYSTEMS
Analysis of the goals, structure and outcomes of health and mental health
services in the U.S. Analysis of health and mental health systems and utili­
zation patterns at federal, state, and local levels. Specific services ana­
lyzed in terms of access, quality, and effectiveness. (3 credit hours)

HCA 550 CLINICAL ASPECTS OF MEDICAL CARE
Overview of anatomy and physiology of illness and disease processes.
Acute and chronic illness processes and their manifestations along with
health behaviors and nutritional needs. Pharmacological and medical treat­
ment reviewed along with professional and medical ethics. (3 credit hours)

HCA 560 CLINICAL ASPECTS OF MENTAL HEALTH CARE
Examination of the psychological theories of aging over the life span.
Identification of the behavioral aspects: needs, stressors, psychody­
namics, personality, emotions, and reactions. Review of major clinical
diagnozes and associated treatment regimens. Individual care planning,
rehabilitative and restorative care, models of effective treatment ser­
vices. (3 credit hours)

HCA 565 TRENDS IN HEALTH CARE MANAGEMENT AND
ADMINISTRATION
An examination of the recent changes in health care delivery systems. Focus
on negotiating and contracting with other health organizations to develop
integrated delivery systems in the health care industry. (3 credit hours)

HCA 581 QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit tests and
decision theory in the managerial decision making process. (3 credit hours)

HCA 670 SPECIAL TOPICS IN HEALTH CARE ADMINISTRATION
Special Topics include important contemporary topics with implica­
tions for today and tomorrow. (3 credit hours)
HCA 680 HEALTH CARE ADMINISTRATION INTERNSHIP
A supervised 650 hour internship in a health care setting. Designed for those who do not have experience in the field. Requires a written log, reports and evaluations. An Internship Project on a topic of interest to the student is required in order to demonstrate integration of theory with practice in health care administration. Regularly scheduled meetings with both the field supervisor and the faculty advisor. (3 credit hours)

HCA 681 ADVANCED HEALTH CARE ADMINISTRATION INTERNSHIP
A supervised 500 hour internship in a health care setting for those with documented experience in the field. Requires a written log, reports and evaluations An Internship Project on a topic of interest to the student is required in order to demonstrate integration of theory with practice in health care administration. (3 credit hours)

HCA 682 HEALTH CARE CERTIFICATE INTERNSHIP

Certificate in Health Care Administration
Lynn University offers a graduate Certificate in Health Care Administration. The 21-credit Graduate Certificate requires 18 credits of course work and a 3-credit, 500 hour supervised internship in the field.

This certificate is intended for professionals who work in the health care industry in a variety of settings. The Certificate provides an opportunity to up-date knowledge of models of effective administrative practice in health care, as well as trends and prospects in the industry. The emphasis is on the improvement and coordination of patient care services to maximize quality care within budgetary constraints.

HEALTH CARE ADMINISTRATION WITH A NURSING HOME ADMINISTRATOR LICENSURE OPTION
With the dramatic increase in life expectancy and the growing number of agencies serving adults, the M.P.S. Health Care Administration concentration with a Nursing Home Administrator Licensure Option offers academic preparation for careers in administering programs, services and facilities for the elderly.

The demographics of aging reflect the need for well-trained professionals to design and create supportive environments that foster independence, dignity, and quality of life. Our graduates are employed in a variety of long-term care settings: retirement communities, adult day care and senior centers, adult congregate living facilities, and skilled nursing centers.
Nursing Home Administrator Licensure (NHAL) Option

The NHAL Option of the Health Care Administration concentration requires the completion of 42 credit hours. In addition to the core courses, the NHAL Option involves 24 credits of required courses and a 500 hour nursing home administration internship, necessary for licensure eligibility as a Nursing Home Administrator in the State of Florida.

Program requirements may change in order to comply with any changes made by the State of Florida Department of Business and Professional regulations, and no “Grandfather” provision will apply should such program changes be necessary.

HEALTH CARE ADMINISTRATION CONCENTRATION OVERVIEW

Prerequisite Courses

Those who have not completed undergraduate introductory courses in:

a. **Accounting**: are required to complete this prerequisite prior to taking GHS 530 *Managerial Finance and Reimbursement in Health Care Systems AND*

b. **Computers**: are required to complete this prerequisite prior to taking either GHS 580 *Computer Applications* or its alternative GHS 581 *Quantitative Methods*.

NHAL OPTION

I. Required Courses: 24 credit hours

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>GHS 530</td>
<td>Managerial Finance and Reimbursement for Health Care Services</td>
</tr>
<tr>
<td>GHS 541</td>
<td>ElderCare Residential and Community Systems</td>
</tr>
<tr>
<td>GHS 542</td>
<td>ElderCare Institutional Systems</td>
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<tr>
<td>GHS 550</td>
<td>Clinical Aspects of Medical Care</td>
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<td>GHS 555</td>
<td>Financial Management</td>
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<tr>
<td>GHS 560</td>
<td>Clinical Aspects of Mental Health Care</td>
</tr>
<tr>
<td>GHS 570</td>
<td>Human Resource Management and Labor Relations</td>
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<tr>
<td>GHS 580</td>
<td>Computer Applications</td>
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II. Internship: 3 credit hours

<table>
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<tr>
<th>Course Code</th>
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<tr>
<td>GHS 680</td>
<td>Nursing Home Administration Internship OR</td>
</tr>
<tr>
<td>GHS 681</td>
<td>Advanced Nursing Home Administration Internship</td>
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</tbody>
</table>
NURSING HOME ADMINISTRATOR LICENSURE
OPTION COURSE DESCRIPTIONS

GHS 530 MANAGERIAL FINANCE AND REIMBURSEMENT FOR HEALTH CARE SERVICES
An examination of various aspects of finance and reimbursement systems for health care services, ranging from budget development to cost containment. Review of private insurance, Medicare and Medicaid eligibility, reimbursement and other government entitlements. Analysis of marketplace forces that drive the costs of health care. (3 credit hours)

GHS 541 ELDERCARE RESIDENTIAL AND COMMUNITY SYSTEMS
Examination of the structure, services, and regulatory requirements of adult congregate living facilities, home health agencies, adult day care centers, and hospice. Licensing, structural requirements, roles-duties of administrators, staffing patterns, therapeutic programming, services and reimbursement. State codes and statutes. (3 credit hours)

GHS 542 ELDERCARE INSTITUTIONAL SYSTEMS
Examination of the structure, services, and regulatory requirements of nursing homes. Licensing, structural requirements, roles-duties of administrators, staffing patterns, therapeutic programming, services, and reimbursement. State codes and statutes. (3 credit hours)

GHS 550 CLINICAL ASPECTS OF MEDICAL CARE
Overview of anatomy and physiology of illness and disease processes. Focus on acute and chronic illness processes and their manifestations along with health behaviors and nutritional needs. Pharmacological and medical treatment reviewed along with professional and medical ethics. (3 credit hours)

GHS 555 FINANCIAL MANAGEMENT
An introduction to financial management in the service industry in the short and long term, including: pricing, cost analysis, forecasting, budgeting, financial statement analysis. (3 credit hours)

GHS 560 CLINICAL ASPECTS OF MENTAL HEALTH CARE
Overview of the behavioral aspects of aging over the life span: needs, stressors, psychodynamics, personality, emotions, and reactions. Review of major clinical diagnoses and associated treatment regimens. Individual care planning, rehabilitative and restorative care, models of effective treatment services. (3 credit hours)

GHS 570 HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
An examination of personnel practices and labor relations, including human resource planning, ADA, staffing, performance appraisal, leadership studies, labor-management relations and collective bargaining. (3 credit hours)
GHS 580  COMPUTER APPLICATIONS
An overview of the rapidly expanding technology of computers and Management Information Systems for administrators. Data systems and software commonly used in management are highlighted. (3 credit hours)

GHS 680  NURSING HOME ADMINISTRATION INTERNSHIP
A supervised 650 hour internship, designed for those who do not have experience in the field. Development of professional competence in administering a nursing home facility approved for a 650-hour internship placement. Internship covers the 6 areas of practice stipulated in Chapter 59T.16 and 59T.17 of the Florida Statutes for Nursing Home Administration: personnel, finance, marketing, physical resource, management and resident care. Internship requires supervised departmental rotation, written log and evaluation as detailed in the AIT and University Training Manual for Nursing Home Interns. Completion of an Internship Project and passing an Internship Examination are requirements. (3 credit hours)

GHS 681  ADVANCED NURSING HOME ADMINISTRATION INTERNSHIP
A supervised 500 hour internship, designed for those with documented experience in the field. Development of professional competence in administering a nursing home facility approved for a 500-hour internship placement. Internship covers the 6 areas of practice stipulated in Chapter 59T.16 and 59T.17 of the Florida Statutes for Nursing Home Administration: personnel, finance, marketing, physical resource, management and resident care. Internship requires supervised departmental rotation, written log and evaluation as detailed in the AIT and University Training Manual for Nursing Home Interns. Completion of an Internship Project and passing an Internship Examination are requirements. (3 credit hours)

GHS 682  ELDERCARE COMMUNITY INTERNSHIP
A supervised 500 hour internship in a health care setting serving the elderly such as a social services agency, an adult day care, adult congregate living facility, or a retirement community. Requires a written log, report, and evaluations, as well as regularly scheduled meetings with both the field supervisor and faculty advisor. (3 credit hours)

Certificate in Aging Studies
The graduate Certificate in Aging Studies (CAS) is intended for professionals who wish to increase their knowledge about the physiological processes, characteristics, and psychosocial aspects of aging. The Certificate is useful for those working with the elderly, either as clinicians or administrators. The Certificate consists of 21 credits, which include 18 credits in course work and a 3-credit, 500 hour supervised internship in the field.
HOSPITALITY ADMINISTRATION
CONCENTRATION

As the global economy becomes a reality, Hospitality Management becomes an international career. The growing administrative and technological complexity of the industry requires knowledgeable administrators, who can demonstrate their leadership in maintaining high quality standards of hospitality, while responding to the ever changing needs of an increasingly sophisticated clientele.

Hospitality Administration is the art and science of providing highly personalized service graciously and effortlessly, while assuring a smooth running operation. This requires knowledge of the industry itself, management skills, and the ability to supervise and develop highly trained personnel.

The hospitality industry and its challenges offer exciting career options and mobility for the skilled administrator. Specialized areas within the industry include: food service, recreation, resort development and management, hospitality training and development, hospitality information systems, and financial management. Each brings an important focus on the diverse opportunities available in this growing field.

Graduates of the program are prepared to assume management positions in hospitality industry businesses, such as hotels, resorts, travel, recreation, clubs and food service operations.

The MPS in Hospitality Administration provides a graduate degree specifically designed for management in the service sector. Management, marketing, and human resources are the three functional areas of study. Such concepts as service produced in real time, customer interaction during the service production process, quality control techniques, and the service-factory entity are subjects of study, analysis, and discussion.

The master's degree program is intended for those either working in the hospitality field or interested in pursuing a career as an administrator. The Master's degree provides the professional with expertise necessary for administrative career advancement or further opportunities in Hospitality Administration.
HOSPITALITY ADMINISTRATION
CONCENTRATION OVERVIEW

Prerequisite Courses

Those who do not have an undergraduate degree in Hospitality Administration are required to take HA 475 Introduction to the Hospitality Industry.

Those who have not completed undergraduate introductory courses in

a. Accounting: are required to complete both Financial and Managerial Accounting (2 courses) as prerequisites prior to taking HA 555 Financial Management AND

b. Computers: are required to complete this prerequisite prior to taking HA 581 Quantitative Methods and HA 540 Hospitality Information Systems.

I. Required Courses: 18 credit hours

HA 525 FOOD SERVICE ADMINISTRATION OR
HA 530 RESORT DEVELOPMENT AND MANAGEMENT

HA 540 HOSPITALITY INFORMATION SYSTEMS
HA 555 FINANCIAL MANAGEMENT
HA 570 HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
HA 575 SERVICE MANAGEMENT
HA 581 QUANTITATIVE METHODS

II. Elective Courses: 3 credit hours

HA 650 HOSPITALITY ADMINISTRATION EDUCATION
HA 660 INDEPENDENT STUDY IN HOSPITALITY ADMINISTRATION
HA 670 SPECIAL TOPICS IN HOSPITALITY ADMINISTRATION

III. Graduate Project: 3 credit hours

HHA 665 GRADUATE PROJECT

HOSPITALITY ADMINISTRATION
COURSE DESCRIPTIONS

HA 475 INTRODUCTION TO THE HOSPITALITY INDUSTRY
Introduction to the Hospitality Industry, its principles, basic concepts, and terminology. (3 undergraduate credit hours)

HA 525 FOOD SERVICE ADMINISTRATION
Food service systems and operations. Controls and financial management of efficient food service operations. (3 credit hours)
HA 530  RESORT DEVELOPMENT AND MANAGEMENT
Principles of resort management with particular reference to the social, economic, and environmental issues involved in resort development and management. (3 credit hours)

HA 540  HOSPITALITY INFORMATION SYSTEMS
The selection, operation, maintenance and development of hospitality industry computer systems. Primary focus on management information systems, software and hardware for various locations, the flow of information to aid in the management decision-making process. (3 credit hours)

HA 555  FINANCIAL MANAGEMENT
An introduction to financial management in the service industry in the short term and long term, including: pricing, cost analysis, forecasting, financial statement analysis. (3 credit hours)

HA 570  HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
An examination of personnel practices and labor relations including human resource planning, ADA, staffing, performance appraisal, leadership studies, labor-management relations and collective bargaining. (3 credit hours)

HA 575  SERVICE MANAGEMENT
An integrated approach to the marketing, operational and human aspects of managing a service business. Case studies of service businesses provide the major focus for service management analysis. (3 credit hours)

HA 581  QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit test and decision theory in the managerial decision making process. (3 credit hours)

HA 650  HOSPITALITY ADMINISTRATION EDUCATION
An overview of educational research, curriculum development, and the role of the faculty member in Hospitality Administration education. (3 credit hours)

HA 660  INDEPENDENT STUDY IN HOSPITALITY ADMINISTRATION
(3 credit hours)

HA 665  GRADUATE PROJECT IN HOSPITALITY ADMINISTRATION
The Project is developed in an area of professional interest and importance in the Hospitality field. The project must reflect the integration of theory and practice, as well as demonstrate expertise in the subject matter. (3 credit hours)

HA 670  SPECIAL TOPICS IN HOSPITALITY ADMINISTRATION
Analysis of special topics of current interest that reflect the latest developments or current trends in the industry. (3 credit hours)
INTERNATIONAL MANAGEMENT CONCENTRATION

The Master of Professional Studies concentration in International Management is designed to prepare students for a career in the international environment. The courses form an intellectual foundation through which students cultivate expertise in corporate, institutional or governmental service.

In the emerging global economy, various enterprises continue to cross traditional borders and international management becomes a new career option. The growing administrative and technological complexity of the industry requires knowledgeable administrators, who can demonstrate their leadership in maintaining high-quality standards, while responding to the ever changing needs of an increasingly sophisticated marketplace.

International Management is the art and science of management in a complex and dynamic global environment. Successful management must cultivate expertise in corporate, institutional or governmental service. In addition, international managers must acquire knowledge and skills in marketing, finance, and comparative economics. Multicultural awareness is the essential ingredient that brings the elements together to build a foundation for international service.

The transformation of the global marketplace requires skilled managers who are at ease in a multicultural environment and understand its dimensions, intricacies and difficulties. Career opportunities are expected to increase dramatically in the future. Those with both broad and specialized knowledge areas in international management will be in demand.

Our Florida location at the crossroads of world trade, our faculty expertise, and the international backgrounds of our students blend to create a stimulating and challenging learning environment.

By design, the International Management program promotes understanding of the expanding global marketplace, while cultivating international management leadership skills. Our graduate degree provides an opportunity to integrate state-of-the-art theory, knowledge and practice, all necessary components for succeeding in today’s global economy.

STUDY ABROAD OPPORTUNITIES

Lynn University is affiliated with the University of Stockholm and encourages students to attend international management courses there. Lynn University is also anticipating graduate level course work at the American College, located in Dublin, Ireland.

The University faculty also work closely with the Center for the International Exchange of Scholars, which administers the Fulbright Program for the U.S. State Department, and the University supports student involvement in these programs.
INTERNATIONAL MANAGEMENT CURRICULUM
OVERVIEW

Prerequisite Courses
For those who do not have an undergraduate degree in business, the following five undergraduate prerequisite courses or their equivalents must be taken prior to beginning International Management concentration courses:

a. Accounting (ACC 201 and 202)
b. Introduction to Computers (CSC 200), a prerequisite for MIM 506 Quantitative Methods;
c. Corporate Finance (FIN 311): a prerequisite for MIM 550 International Finance
d. Macroeconomics (BUS 171): a prerequisite for MIM 560 International Economic Systems

I. Required Courses: 18 credit hours
MIM 530 INTERNATIONAL BUSINESS
MIM 540 INTERNATIONAL MARKETING
MIM 550 INTERNATIONAL FINANCE
MIM 560 COMPARATIVE ECONOMIC SYSTEMS
MIM 570 INTERNATIONAL LAW AND ORGANIZATION
MIM 581 QUANTITATIVE METHODS

II. Elective Courses: 3 credit hours
MIM 610 QUALITY MANAGEMENT
MIM 620 INVESTING IN THE INTERNATIONAL MARKET
MIM 670 SPECIAL TOPICS

III. Graduate project: 3 credit hours
MIM 665 GRADUATE PROJECT IN INTERNATIONAL MANAGEMENT
INTERNATIONAL MANAGEMENT
COURSE DESCRIPTIONS

MIM 530  INTERNATIONAL BUSINESS
International business differs from domestic business in that a firm operating across borders must deal with the forces of three kinds of environments: domestic, foreign, and international. Focus on preparing students to think in international terms by familiarization with the agents, conditions and dynamic interaction of these environments. (3 credit hours)

MIM 540  INTERNATIONAL MARKETING
Increasing cultural awareness of the pitfalls and opportunities of marketing in a foreign environment. Examination of marketing from new product development to unique distribution systems in the international marketplace. (3 credit hours)

MIM 550  INTERNATIONAL FINANCE
Overview of the tools (e.g. hedging, swaps, counter trade) and methods that financial managers use to solve financial problems that emanate from fluctuating currency exchange rates, currency exchange controls, tariffs, taxes, inflation, and accounting practices. (3 credit hours)

MIM 560  COMPARATIVE ECONOMIC SYSTEMS
Introduction to highly divergent foreign systems with an emphasis on understanding that policies designed for economic conditions in one market may be totally unsuitable for economic conditions in another. Of all the uncontrollable forces with which a society and businesses must contend, economic forces are undoubtedly the most significant. (3 credit hours)

MIM 570  INTERNATIONAL LAW AND ORGANIZATION
Introduction to the legal and institutional solutions of jurisdiction, interpretation and enforcement problems. Topics include: arbitration, contract enforcement, patents, trademarks. Identification of new, unique issues evolving out of industrial espionage, antitrust and tax questions. Examination of U.S. practices, such as Foreign Corrupt Practices Act (FCPA), and other legislation used to guide American corporations. Review of international and regional court systems. **(Prerequisite: MPS 510)** (3 credit hours)

MIM 581  QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit tests and decision theory in the managerial decision making process. (3 credit hours)

MIM 610  QUALITY MANAGEMENT
Introduction to the principles and techniques of total quality management in business, education, and government. Analysis and comparison of these principles and techniques to traditional textbook management principles. (3 credit hours)
MIM 620  INVESTING IN THE INTERNATIONAL MARKET
Overview of the fundamentals of investments and capital markets serves as the basis for exploring investment opportunities in the international market. (3 credit hours)

MIM 665  GRADUATE PROJECT IN INTERNATIONAL MANAGEMENT
The Project is developed around an area of professional interest and importance in International management. The project must reflect the integration of theory and practice, as well as demonstrate expertise in the subject matter. (3 credit hours)

MIM 670  SPECIAL TOPICS IN INTERNATIONAL MANAGEMENT
Analysis of special topics of current interest that reflect the latest developments or current trends in the field. (3 credit hours)

**SPORTS AND ATHLETICS ADMINISTRATION CONCENTRATION**

Sports and Athletics Administration is designed for professional managers and athletics administrators pursuing careers in sports management. Opportunities for collegiate and professional entry-level positions abound in this field, especially with renewed interest in intercollegiate athletics as a business and the growth of professional sports.

Currently, sports administrators come from a variety of backgrounds, often with experience. However, the complexities of effective administration increase the desirability for an advanced degree.

Those with an undergraduate preparation in physical education, sports, science, business, recreation, or other related fields can substantially increase their marketability by pursuing this graduate degree.

A master's degree provides

1. Solid preparation for a professional career in national and international sports, and
2. Cultivation of individual talents and expertise within the sports and athletics administration field.

**Prerequisite Courses**

Those who have not completed undergraduate introductory courses in:

a. **Accounting**: are required to complete both Financial AND Managerial Accounting (2 courses) AND

b. **Computers**: are required to complete this prerequisite prior to taking SAM 581 *Quantitative Methods*. 
I. Required Courses: 9 credit hours

SAM 530  SPORTS ADMINISTRATION
SAM 535  ISSUES IN INTERCOLLEGIATE AND PROFESSIONAL SPORTS ADMINISTRATION
SAM 581  QUANTITATIVE METHODS

II. Elective Courses: 6 credit hours

SAM 610  PUBLIC RELATIONS AND DEVELOPMENT
SAM 620  SPORTS PSYCHOLOGY
SAM 621  SPORTS MEDICINE
SAM 630  LEGAL ASPECTS OF ATHLETICS
SAM 631  SPORTS AND ATHLETICS GOVERNANCE
SAM 660  INDEPENDENT STUDY IN SPORTS AND ATHLETICS ADMINISTRATION
SAM 670  SPECIAL TOPICS IN SPORTS AND ATHLETICS ADMINISTRATION

III. Internships: 6 credit hours

SAM 680  BEGINNING INTERNSHIP IN SPORTS AND ATHLETICS ADMINISTRATION
SAM 681  ADVANCED INTERNSHIP IN ADMINISTRATION

IV. Graduate Project: 3 credit hours

SAM 665  GRADUATE PROJECT IN SPORTS AND ATHLETICS ADMINISTRATION

SPORTS AND ATHLETICS ADMINISTRATION COURSE DESCRIPTIONS

SAM 530  SPORTS ADMINISTRATION
Application of management theory and practice to sports administration. Emphasis on organizing, structuring, and maintaining a successful department. Day-to-day operations reviewed along with facility management, fiscal and budgetary aspects, personnel selection and supervision, public relations and office management. (Prerequisite: MPS 500) (3 credit hours)

SAM 535  ISSUES IN INTERCOLLEGIATE AND PROFESSIONAL SPORTS ADMINISTRATION
An overview of critical issues of national interest in both collegiate and professional sports, Title IX, Gender Equity, scholarships and payment of athletes, recruiting policies, professional agents, and other current matters of prime importance in the field. (3 credit hours)
SAM 581 QUANTITATIVE METHODS
Utilization of sampling theory, regression analysis, goodness of fit tests and decision theory in the managerial decision making process. (3 credit hours)

SAM 610 PUBLIC RELATIONS AND DEVELOPMENT
Matters related to interactions with all constituencies of the sports arena: faculty, staff, alumni, students, and fans. Emphasis on the inter-relationship of these facets of public interests. Basic principles of public relations in sports and athletics administration and development activities. (3 credit hours)

SAM 620 SPORTS PSYCHOLOGY
Study of selected and specialized current topics in the field of sports psychology. Included are the processes underlying and resulting from group interactions with particular reference to the study of personal growth in the areas of sports. (3 credit hours)

SAM 621 SPORTS MEDICINE: TECHNIQUES IN THE CARE AND PREVENTION OF ATHLETIC INJURIES
Techniques and procedures designed to prevent injuries: preventative taping, injury recognition and immediate care of athletic injuries. Designed for athletic personnel and those interested in the field of athletic training. (3 credit hours)

SAM 630 LEGAL ASPECTS OF ATHLETICS
General overview of the fundamentals of sports. Emphasis on those areas of sports law that impinge on the daily business routines of lawyers and sports professionals. Topics include: school, coach, and medical liability, as well as liability, injuries, warnings, waivers, contracts, and discrimination. (Prerequisite: MPS 510) (3 credit hours)

SAM 631 SPORTS AND ATHLETICS GOVERNANCE
Introduction to the structure and principles of governance in Intercollegiate Athletics for institutions who are members of the National Collegiate Athletic Association and the National Association of Intercollegiate Athletics. Focus on the structure and responsibilities of the NCAA/NAIA, the constitution and bylaws, application of rules and regulations, the structure and responsibilities of the university/college compliance office, and ethics. Upon completion, members should be capable of passing the NCAA annual recruiting examination. (3 credit hours)

SAM 660 INDEPENDENT STUDY IN SPORTS AND ATHLETICS ADMINISTRATION
Opportunities for both research and practical experience, surveys and testing in the areas of sports and athletics administration. Flexibility to explore both career directions and areas of individual interest.
SAM 670  SPECIAL TOPICS IN SPORTS AND ATHLETICS ADMINISTRATION
Various topics of current interest not covered in other courses and particularly related to coaching administrative skills, which meet state certification requirements in education or other areas. (3 credit hours)

SAM 680  INTERNSHIP IN SPORTS AND ATHLETICS ADMINISTRATION
(3 credit hours)

SAM 681  ADVANCED INTERNSHIP IN SPORTS AND ATHLETICS ADMINISTRATION
(3 credit hours)

SAM 665  GRADUATE PROJECT IN SPORTS AND ATHLETICS ADMINISTRATION
The Project is developed around an area of professional interest and importance. The project must reflect an integration of theory and practice, as well as demonstrate expertise in the subject matter. (3 credit hours)
The School of Graduate Studies offers three graduate certificate programs, each requiring 21 credits, including both course work and a 500-hour supervised internship. The certificate programs are in Health Care Administration, Aging Studies, and Geriatric Care Management.

Certificate in Aging Studies

a. Required Courses: 9 credits

GHS 541  ElderCare Residential and Community Systems or 
GHS 542  ElderCare Institutional Systems 
GHS 550  Clinical Aspects of Medical Care 
GHS 560  Clinical Aspects of Mental Health Care 

b. Elective Courses: 9 credits

c. Internship: 3 credits

GHS 682 Internship in ElderCare

Certificate in Geriatric Care Management

a. Required Courses: 15 credits

MGC 530  Managerial Finance and Reimbursement for Health Care Services 
MGC 540  Health/Mental Health Care Delivery Systems 
MGC 550  Clinical Aspects of Medical Care 
MGC 560  Clinical Aspects of Mental Health Care 
MGC 570  Care Management: Theory and Practice 

b. Elective Course: 3 credits

c. Internship: 3 credits

MGC 682 Internship in Care Management
Certificate in Health Care Administration

a. Required Courses: 18 credits

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<td>Health Care Services</td>
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<td>MPS 500</td>
<td>Management and Administration</td>
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<td>MPS 510</td>
<td>Legal Aspects</td>
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<td>MPS 515</td>
<td>Management and Public Policy</td>
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<td>MPS 520</td>
<td>Marketing</td>
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b. Internship: 3 credits

HCA 682 INTERNSHIP IN HEALTH CARE ADMINISTRATION

CERTIFICATES FOR MATRICULATED M.P.S. STUDENTS

For students who are matriculated in the M.P.S. degree program concentration in HCA, HCA with NHAL, or MGC and wish to earn a certificate in an additional area, the 21-credit standard is waived because of the common course core of the concentrations. Therefore, 12 additional credits would be required in a combination of courses, internship and/or a Graduate Project:

a. Courses: 9 credits from courses designated as certificate courses or those required or elective for the certificate concentration

b. Choice of EITHER a Graduate Project: 3 credits

OR an Internship: 3 credits (500 hours) in the certificate concentration

In cases where the courses are not otherwise scheduled in a timely manner or the student’s career interests warrant it, the certificate may include both a Graduate Project and internship plus two courses to complete the 12-credit requirement.
LYNN UNIVERSITY
ADMINISTRATION AND GRADUATE FACULTY

Board of Trustees
The Board of Trustees is the governing and policy making arm of the University overseeing the educational, administrative, and financial operations.

Board of Overseers
The Board of Overseers assists the President in the future development of the University and the expansion and enrichment of its programs. In particular, the Board of Overseers assists, either through representation on committees or through recommendation, in the general activities of the University, including academic development, career development, and public relations.

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Director, Institutional Research
and Institutional Effectiveness Committee

Adrianne LePore
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Dean
Acting Academic Dean

INTERNATIONAL PROGRAMS
Joseph A. Rooney, B.S., M.S., D.B.A.
Dean, American College Dublin, Ireland

SCHOOL OF BUSINESS
James P. Miller, B.A., M.A., M.B.A., Ph.D.
Dean and Coordinator of the M.P.S.
International Management Concentration

Eldon Bernstein, B.A., M.B.A., Ph.D.
Patrick Butler, B.S., M.A., Ph.D.
Ralph Norcio, B.S., M.S., M.B.A., Ph.D.
Carolyn Spencer, B.S., M.B.A., Ph.D.
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Dean
Richard Cohen, B.S., M.S., Ed. D.
Virginia Salus, B.A., M.A., Ed. D.
Carole Warshaw, B.A., M.S., Ed. D.
Coordinator of the M.Ed. Program
Program and State Compliance Administrator

SCHOOL OF GRADUATE STUDIES
Rita Nacken Gugel, B.S., M.S., Ph.D.
Associate Dean
Director of the M.P.S. Biomechanical Trauma and
Health Care Administration Concentrations
Rita Wik, B.A., M.S.W., Ph.D.
Coordinator of the Geriatric Care Management Concentration

SCHOOL OF HOSPITALITY, TOURISM AND
RECREATION MANAGEMENT
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Dean and Coordinator of the M.P.S.
Hospitality Administration Concentration
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James Downey, B.S., M.S., Ph.D.
Richard Thomas, B.S., M.Ed., Ph.D.
Richard A. Young, B.S., M.A., Ph.D.
Director of Athletics and Coordinator of the M.P.S.
Sports and Athletics Administration Concentration

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Assistant Dean
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Director of RN to BSN Program
Elise Gropper, B.S.N., M.S., Ph.D.
John Chew, B.Ed.
Director, Institute for Funeral Education and Anatomy

Marcella Piasecki, B.S., M.A.
Funeral Service Student Advisor

Rhona Lebner, B.S., M.S.P.T., B.B.A.
Director of Physical Therapy Assistant Program

Eric Shamus, B.S.P.T.
Academic Coordinator of PTA Clinical Education

Anita M. Kessler, B.A.
Academic Coordinator, Intensive English Language Center

Madeline Gross
Program Coordinator, Intensive English Language Center

Linda Kosene, B.A., M.A.
Area Director

Patricial Sieredzki, A.A., B.A.
Advisor, Transcript Evaluator

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Library Director

Judith Alsdorf, B.A., M.L.S.
Technical Services Librarian

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Deane Bjork
Reference Librarian

Gaildonna Wendt
Library Technical Assistant

Barbara Eberle
Administrative Assistant

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Associate Dean for Assessment, Planning, and Student Services

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Director of Athletics, Professor of Sports and Athletics

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Coordinator of Recreation, Intramurals, & Club Sports

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Coordinator of Fields & Facilities

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Student Activities Coordinator

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Student Activities Coordinator

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Maureen Sullivan, B.A., M.A., Ph.D.  
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Admission Counselor

Jodi B. Slingerland, B.S.  
Admission Counselor

Nancy Reid, B.F.A.  
Enrollment Coordinator

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Director of Student Financial Aid
FACULTY OF THE SCHOOL OF
GRADUATE STUDIES

Rita Nacken Gugei, Associate Dean and Professor,
B.S. Hartwick College Gerontology and Health Services
M.S. State University of New York (Oneonta)
Ph.D. New York University

Marie A. Caputi, Associate Professor
A.B. Barnard College Gerontology and Health Services
M.S.S.W. The New York School of
Social Work, Columbia University
Ph.D. St. Louis University
Licensed Clinical Social Worker

Rita Wik, Associate Professor
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M.S.W., Ph.D. Barry University
Diplomate in Clinical Social Work
Licensed Clinical Social Worker
Licensed Marriage and Family Therapist

Bernard Brucker, Visiting Professor,
B.A. Monmouth College, Psychology Biomechanical Trauma
M.A. Eastern New Mexico University, Psychology
Ph.D. New York University

Loren L. Latta, Visiting Professor,
B.S. Michigan State University, Mechanical Engineering
Biomechanical Trauma
M.S. University of Miami, Biomedical Engineering
Ph.D. University of Miami, Mechanical Engineering

Arnold Goldstein, Adjunct Professor,
B.S. Northeastern University, Pharmacy Gerontology and Health
M.B.A. Suffolk University, Management and
Organizational Behavior
J.D. New England School of Law
Ph.D. Northeastern University, Business and Economics

SCHOOL OF BUSINESS

James P. Miller, Dean and Professor,
B.A. St. Lawrence University Management & Accounting
M.A. Catholic University of America
M.B.A. Syracuse University
Ph.D. American University

Eldon Bernstein, Professor,
B.A., M.B.A., Ph.D. University of Connecticut Marketing
F. Patrick Butler, Professor, B.S. St. Bonaventure University Marketing & Management M.S., Ph.D. The American University

Ralph J. Norcio, Assistant Professor, B.S., M.S. Georgetown University Business and Finance M.B.A. Cornell University Ph.D. The Union Institute Certified Public Accountant

Carolyn Spencer, Associate Professor, B.S. Bryant College Accounting and Finance M.B.A. University of Massachusetts Certified Public Accountant

SCHOOL OF EDUCATION

Marsha A. Glines, Dean and Associate Professor, Executive Director, The Advancement Program Education B.A. Emerson College M.Ed. Lesley College Ph.D. The Union Institute

Richard Cohen, Associate Professor, B.S. Kansas City College Education M.S., Ed.D. University of Kansas

Ellen P. Kirbert, Associate Professor, B.S. Cornell University Education M.S. Florida State University

Virginia Salus, Assistant Professor, B.A. Indiana State University Director of Field Experience M.A., Ph.D. George Washington University

Judith Jones Walker, Associate Professor, B.S., M.S. Cornell University Education Ed.S. University of South Carolina Ph.D. University of Miami

Carole Warshaw, Education Assistant Professor, B.A. Hunter College M.S. Hofstra University Ed. D. St. John’s University
SCHOOL OF HOSPITALITY AND TOURISM ADMINISTRATION

Linsley DeVeau, .......................................................... Dean and Professor,
B.S. University of Nevada at Las Vegas   Hospitality and Tourism Administration
S.P.C., M.S., M.B.A. University of New Haven
Ed.D. University of Bridgeport, Certified Hospitality Accountant Executive
Certified Hotel Administrator, Certified Human Resource Executive

Patricia M. DeVeau, .......................................................... Associate Professor,
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B.S. Charter Oak State College,
M.S. University of New Haven,
M.S. Rochester Institute of Technology
Ed.D. University of Bridgeport
CHA. Certified Hotel Administrator
MHS., Master Hotel Supplier/Computer Information Systems

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M.S. University of Wisconsin
Ph.D. Purdue University

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Ph.D. Florida State University

Richard A. Young, .......................................................... Director of Intercollegiate Athletics,
B.S., M.A. Ohio State University   Professor,
Ph.D. Bowling Green State University   Sports and Recreation Management

Jacob A. Armpriester, .......................................................... Adjunct Professor
B.A. Biscayne College   Sports and Athletics Administration
J.D. Cumberland School of Law of Samford University

Jorge Borda, .......................................................... Adjunct Instructor
B.A., M.Ed., Boston State College   Sports and Athletics Administration
Ed.D., Boston University

William F. Clapp .......................................................... Adjunct Professor
B.S. Ohio State University   Sports and Athletics Administration
M.A. University of Colorado, Ph.D. University of Colorado

Jonathan Grossman .......................................................... Adjunct Instructor
B.A., University of Miami   Sports and Athletics Administration
M.S., St. Thomas University
J.D., Nova University

Charles Pezoldt, .......................................................... Adjunct Professor
B.A. Rice   Sports and Athletics Administration
M.A. Northwestern University, Ph.D. University of Illinois
SCHOOL OF GRADUATE STUDIES
1996-97 ACADEMIC CALENDAR

July 1996
17 - 21..........BMT Cohort 3, Quadrant 3

August 1996
23..................Last date to apply for admission for Term 1

September 1996
16 - 20..........*** TERM 1 REGISTRATION ***
24..................Term 1 Classes Begin
30..................Last Day of Drop/Add

October 1996
8..................Graduate Open House
16 - 17.............Nursing Home Preceptor Training
16 - 20.............BMT Cohort 3, Quadrant 4
19..................GMAT administered at Lynn University
23..................Graduate Certificate Awards Ceremony
28..................Last Day to Withdraw from Term 1 Classes

November 1996
7..................Graduate Project Poster Session 8:00 a.m. - 4:30 p.m.
7..................Health Care Seminar 8:00 a.m. - 4:30 p.m.
22..................Application Deadline for M.Ed. Comprehensive Examination
26 - 12/2...........Term 1 Final Exams
28 - 12/1...........Thanksgiving Holiday

December 1996
2..................Last Day of Term 1
6..................Last Day to register for May Graduation
7..................M.Ed. Comprehensive Examination 9:00 a.m. - 12:00 p.m.
3 - 31..............Holiday Break
16..................Last date to apply for admission for Term 2

January 1997
6 - 10..........*** TERM 2 REGISTRATION ***
13..................Term 2 Classes Begin
20..................Last Day of Drop/Add
21 - 24..........CJA Seminar: Law Enforcement & the Media
22 - 26..........BMT Cohort 3, Quadrant 5
18..................GMAT Examination Test Date
29..................Graduate Open House

February 1997
5 - 9.............BMT Cohort 4, Quadrant 1
17..................Last Day to Withdraw from Term 2 Classes
27..................Graduate Project Poster Session 8:00 a.m. - 4:30 p.m.
27..................Health Care Seminar 8:00 a.m. - 4:30 p.m.
28..................Last date to apply for admission for Term 3
March 1997
13 ........................ Nursing Home Preceptor Update
15 ........................ GMAT Examination Test Date
17 - 22 ................... Term 2 Final Exams
19 ........................ SPCGS Honors Convocation: 7:00 p.m.
21 ........................ Application Deadline for M.Ed. Comprehensive Examination
22 ........................ Last Day of Term 2
24 - 28 ................... *** TERM 3 REGISTRATION ***
31 ........................ Term 3 Classes Begin

April 1997
5 ........................... M.Ed. Comprehensive Examination 9:00 a.m. - 12:00 p.m.
7 ........................... Last Day of Drop/Add
16 - 20 ................... BMT Cohort 3, Quadrant 6

May 1997
4 ........................... Commencement
5 ........................... Last Day to Withdraw from Term 3 Classes
14 - 18 ................... BMT Cohort 4, Quadrant 2
16 ........................ Last date to apply for admissions for Term 4
26 ........................ Memorial Day Holiday

June 1997
3 - 9 ........................ Term 3 Final Exams
9 ........................... Last Day of Term 3
9 - 13 ..................... *** TERM 4 REGISTRATION ***
16 ........................ Term 4 Classes Begin
23 ........................ Last Day of Drop/Add
21 ........................ GMAT Administered at Lynn University

July 1997
4 - 6 ........................ Independence Day Holiday
21 ........................ Last Day to Withdraw from Term 4 Classes

August 1997
18 - 23 ..................... Term 4 Final Exams
20 - 24 ..................... BMT Cohort 3, Quadrant 7
23 ........................ Last Day of Term 4