GRADUATE CATALOG
LYNN UNIVERSITY
1997-1998
Message from the President

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 of the 21st Century."

Donald E. Ross, President
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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, Bachelor’s, and Master’s degrees designed for traditional-aged students, as well as a growing population of adult learners. Today, over 1600 students come from the local South Florida community, the United States, and 69 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’s, and Master’s 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 GRADUATE SCHOOL

The Graduate School 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 that will enable them to understand and utilize a variety of knowledge bases developed to deal with contemporary and future opportunities, problems, and dilemmas. Additionally, at the graduate level, students are required to demonstrate a growing expertise throughout their graduate course work, culminating in most M.S. and M.Ed. research-oriented programs with the successful completion of a Graduate Project or passing a Comprehensive Examination in the practitioner-oriented M.Ed.
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 (M.P.S.) in Eldercare and a Graduate Certificate in Aging Studies. In response to the growing need for administrators in expanding fields, three new specializations were added in 1992: Biomechanical Trauma, Hospitality Administration, and International Management. In 1994 Geriatric Care Management along with Sports and Athletics Administration were introduced. Eldercare was changed to Health Care Administration (with a Nursing Home Administrator Licensure Option). Also that year the M.Ed. program in Varying Exceptionalities and English for Speakers of Other Languages (E.S.O.L.) was offered. In Fall 1996 a M.S. in Criminal Justice Administration was added to the graduate offerings. In the fall of 1996 as part of the ongoing assessment and planning processes of the Graduate Council, the M.P.S. degree designation was discontinued and replaced with the M.S. and an M.B.A.

DEGREE PROGRAMS AND CERTIFICATES

The Graduate School offers a 36-credit M.S. with specializations available in the following programs: Criminal Justice Administration, Hospitality Administration, and Sports and Recreation Administration. A 42-credit M.S. in Health Care Administration (with a Nursing Home Administrator Option) rounds out these programs.

A 36-credit M.B.A. is available with four specializations: International Management, Health Care Administration, Hospitality Administration (Hotel, Restaurant, Tourism), and Sports and Recreation Administration.

Two M.Ed. programs include: a 36-credit research-oriented degree with certification in Varying Exceptionalities and a 42-credit practitioner-oriented degree in Varying Exceptionalities with a teaching endorsement in English for Speakers of Other Languages (E.S.O.L.).

In addition, three certificate programs are offered: Aging Studies, Health Care Administration, and Geriatric Care Management. The College of Education also offers a 15-credit E.S.O.L. endorsement.

LYNN UNIVERSITY RESOURCES

The Center for Career Development

The Center for Career Development promotes effective career planning and decision making skills as it facilitates contacts between prospective employers and Lynn University job candidates. Professional staff members work with students and alumni to provide opportunities for career success.
A fall career fair and on-campus recruitment are two important functions of the Center. Other services include: Job Bank, a resume referral service and on-line job searchers. Workshops through the year focus on resume and cover letter writing, interview and job search skills, and video-taped mock interviews. Internet access and Center software are added features to enhance career exploration and options. Individual consultation available by appointment.

Computer Laboratories

Computer laboratories are available in the Green Expressive Arts Center, the Ritter business complex, and hospitality-oriented software system in the Assaf Building. The Library also has a bibliographic research system designed for literature searches. Computer stations are available with the latest versions of WordPerfect, Windows, Harvard Graphics, and Works. Internet is available.

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, a 35,000 square feet, multi-purpose facility, opened 1994. The building houses a gymnasium, locker rooms, meeting rooms, conference room and offices.

Count and Countess de Hoernle International Center

Opening in the 1997-98 academic year, this 24,000 square foot state-of-the-art building houses classrooms and administrative offices, as well as offers a venue for activities involving a rapidly growing international student population. A large multi-purpose meeting room and 250-seat auditorium is available for special programs and events.

The Center continues its tradition of offering programs and support services designed to enhance the education of both international and American students. Seminars, lecture series, films, open forums, discussion groups, and literature promote the goal of exchanging ideas and developing a multi-cultural 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.

**Faculty Offices**

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

The College of Arts and Sciences is located in faculty offices in Freiburger Residential Hall situated on the east side of the campus.

The College of Education has classrooms and faculty offices in the deHoernle International Academic Center.

The Graduate School is in a building located on the west side of campus next to the McCusker Sports Complex. The Graduate School administrative center also houses the faculty offices for Health Care Administration and Criminal Justice Administration. Next to the Graduate School is the School of Hospitality, Tourism and Recreation Management. Sports and Athletics Administration faculty are located in Trinity Hall opposite the McCusker Sports Complex.

The College of Professional and Continuing Studies is in the Assaf Sensormatic building opposite the Library. Also in this location is the College of Health Sciences.

The College of International Studies is located on the third floor of the Eugene and Christine Lynn Library.

**Library**

A vast communications center, the 59,000 square foot Eugene M. and Christine E. Lynn Library, built in 1996, provides the most advanced systems in information gathering. Students have access to comprehensive and extensive data bases on CD ROM and through a link-up with Southeast Florida Library Network (SEFLIN) 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 can 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, complementing its electronic files, 30 automated databases, Internet access and bibliographic support.

**Louis and Anne Green Center for Expressive Studies**

This Center will house resources for the undergraduate program in Expressive Arts, and is a setting for the performing arts and the teleconferencing center. Located west of the Schmidt College Center, this 18,700 square foot facility will have art exhibitions, cultural events and workshops.
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.

In the 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.

McCusker Sports Complex

This Complex encompasses an outdoor pool for year-round use, tennis, basketball and volleyball courts, along with 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 by using the one-time transfer rule of eligibility, which follows:

14.1.7 Graduate Student/Post-baccalaureate 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 14.5.3.11 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)

Schmidt College Center

Named for Charles E. and Dorothy F. Schmidt, the Center defines the entrance to the University. Housed in Schmidt are the offices of the President, Executive Vice President, the Provost and Academic Affairs, Institutional Advancement, Admission and Financial Aid.

Telecommunications Center

The Center is currently located in the Green Expressive Arts Center. The state-of-the-art digital facility houses television and post production centers concentrating on studio production, news production (including producing, directing, writing, camera, lighting and on-air talent), 2-d and 3-d graphic animation, audio production, linear and non-linear editing. Its multimedia center looks to the future with web design and maintenance, business presentations and interactive videos.

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 and academic supplies. Snacks and beverages are also available. The Bookstore is open every day except Sunday.
PART 1

GRADUATE SCHOOL POLICIES
AND PROCEDURES
GRADUATE SCHOOL

The School is responsible for all graduate programs at Lynn University. The Graduate Council, consisting of the graduate deans and faculty, is responsible for overseeing and 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 specializations.

GRADUATE APPLICATION REQUIREMENTS

Application inquiries may be directed to:

Office of Admission
Lynn University
3601 North Military Trail
Boca Raton, Florida 33431-5598
Telephone: (561) 994-0770 or 1-800-544-8035
FAX: (561) 241-3552
e-mail: admission@lynn.edu
Website: http://www.lynn.edu

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

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.
Applicants for the M.B.A., M.Ed. or M.S. degree must provide:

1. A completed Lynn University application form along with a non-refundable application fee of $50.00
2. Two recommendations
3. A resume of work experience
4. Official transcripts
5. A Statement of Professional Goals
6. 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 that 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, Health Care Administration or International Management, they may be required to take a minimum of 3-15 credits in undergraduate preparatory courses prior to taking their specialization courses. Contact the Dean of the appropriate School or program advisor for additional information and clarification. For those applicants who do not have an undergraduate degree in Education, the State of Florida requires a minimum of four bridge courses and student teaching prior to issuance of the 5-year certificate.

Any graduate applicant is welcome to arrange an interview with a program advisor to clarify degree requirements and expectations. Interviews are not required as part of the application process.

GRADUATE ENTRANCE TESTING REQUIREMENTS

The M.Ed. requires the Miller Analogies Test (MAT).

The M.S. specializations require the following entrance tests:

a. Miller Analogies Test (MAT)
   Criminal Justice Administration
   Health Care Administration

b. Graduate Management Admissions Test (GMAT)
   Hospitality Administration Specialization
   Sports and Athletics Administration Specialization

The M.B.A. requires the GMAT.

Effective October 1997, the paper-based GMAT will no longer be offered and in its place is the computer-adaptive GMAT (GMAT CAT) that includes the same verbal, quantitative and analytical writing sections in the paper-based version, but administered by computer. This advance offers flexibility of scheduling at the convenience of applicants. Candidates in the United States and Canada schedule a GMAT CAT by calling 1-800-GMAT-NOW. All other candidates should call one of the 12 regional registration centers worldwide.
NOTE: A Graduate Record Examination (GRE) taken within five years of application to the Graduate School may be substituted as an entrance test. Any applicant who wishes to request a substitution is required to petition the Graduate Council to make the request. All requests are reviewed on a case-by-case basis.

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 certified English Translations.

   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. If taking the GMAT as the entrance test for the program, the Test of Written English (TWE) should be taken as well as the TOEFL. Minimum scores of 550 on the TOEFL and 5.0 on the TWE are required for graduate study.

NOTE: Effective October 1997, the paper-based GMAT will no longer be offered and in its place is the computer-adaptive GMAT or GMAT CAT that includes the same verbal, quantitative and analytical writing sections in the paper-based version, but administered by computer. This advance offers flexibility of scheduling at the convenience of applicants. Candidates in the United States and Canada schedule a GMAT CAT by calling 1-800-GMAT-NOW. All other candidates should call one of the 12 regional registration centers worldwide. 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. For further information about the TOEFL or the TWE, contact the American Consulate or write directly to:

Test of English as a Foreign Language (TOEFL) or Test of Written English (TWE)

P.O. Box 6155
Princeton, New Jersey 08541-6155, U.S.A.
Tel. (609) 951-1100
e-mail: http://www.toefl.org
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 at the time of application. The University representative can be contacted in the College 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. M.B.A., M.Ed., and M.S. students admitted on probation must maintain a minimum GPA of 3.0 in their first twelve credits of course work to become fully matriculated and maintain a GPA of 3.0 thereafter.

ADMISSION CLASSIFICATIONS

1. Admission
M.B.A., M.Ed., and M.S. 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 with a Conditional Acceptance have submitted all appropriate application materials and documentation, met all other criteria, but have not submitted the required entrance examination.
This acceptance is limited to six credits. No credits are applied toward the master’s degree until the required examination results have been submitted, reviewed and approved by the program advisor who determines their applicability to the degree program.

Any other grounds for a conditional acceptance are time-limited with the conditions clearly defined in the acceptance letter. International students are not eligible for this category of acceptance.

**1997-98 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 board, contact the Office of Student Services.

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<td>Late Registration Fee*</td>
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*Approval must be obtained in writing from the Provost and Academic Vice President

**Non-Refundable University Fees**

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

**TUITION REFUND POLICY**

Withdrawals from graduate courses must be done through a program advisor. Withdrawals are only permitted through the fourth week of a regular term. It is the responsibility of the student to properly file a Request for Withdrawal form with the Registrar. This procedure will establish the day to which the University refund schedule applies. It is also the responsibility of the student to make a written refund request to the Business Office before refunds are made.

Refunds are calculated on the basis of total term charges payable after deductions for non-refundable deposits and other non-refundable fees, such as lab fees.
When a withdrawing student has been awarded financial aid, the financial aid program 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: Federal Unsubsidized Stafford Loan, Federal Stafford Loan, and other Title IV programs.

Pro rata refunds must be given to all first time students who have not completed 60% of an enrollment period for which they have been charged. The University must refund unearned tuition and fees, room and board, and other institutional charges to all first time enrolled students who receive Title IV assistance.

This policy may result in a financial obligation to the University and is payable at the time of a student's withdrawal.

**Calculation of Refundable Amounts**

- Prior to the start of term ........................................100%
- Through first week of term .................................. 75%
- After first week ............................................. No Refund

**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 aid 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 the following areas for 1997-98: International Business, Hospitality Management, Sports Administration, Education (The Advancement Program), Health Care Administration, Academic Dean's Office, Graduate School Office, and Criminal Justice. Applications for a Graduate Assistantship must be submitted 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 is required at 20 hours per week. Each term, Graduate Assistants must maintain a 3.0 GPA each term and receive a positive job evaluation to continue eligibility. 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 recommendation. Applications may be obtained in the Financial Aid Office and must be submitted by August 1st.

Veterans Benefits

Lynn University is approved for Veterans benefits. 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, students must submit an employment verification letter to the Financial Aid Office. Each term, scholarship recipients are required to present their Class Registration Forms to the Financial Aid Office for scholarship approval.
1997-98 Tuition (per credit hour) ............................................. $360.00
Educators Scholarship .......................................................... $135.00
Tuition Per Credit Hour for Qualified Educators .................... $225.00

**Criminal Justice Administration Scholarship**

Graduate students in the Criminal Justice Administration program may qualify for a scholarship reduction of $125.00 per credit hour if they meet one of the following criteria: Employed (a) As a sworn law enforcement officer for a municipal, state or federal agency or (b) In the administration of police and security work at a municipal, state or federal level or through a private agency engaged in the protection of life or property.

Students must submit a current employment verification letter each year to the Financial Aid Office. In addition, each term students are required to submit their class registration forms to the Financial Aid Office for approval.

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td>Tuition (per credit hour)</td>
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<td>Criminal Justice Administration Scholarship</td>
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<tr>
<td>Tuition Per Credit Hour for Qualified Criminal Justice Administration Students</td>
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**STANDARDS OF ACADEMIC PROGRESS**

**Based on Federal Guidelines**

Financial Aid is awarded contingent upon a 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 graduate Term 3 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.

**NOTE:** A GPA average below 3.0 places a graduate student on academic probation. A 3.0 AGPA must be maintained in order to matriculate and graduate from Lynn University.

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 graduate Term 3 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:

Masters Full-time: 9 terms (3 years)
Part-time: 18 terms (6 years)

Each Title IV recipient must meet a specific measurement of academic progress within the specified time frame as follows:

Masters Full-time: 10 credits (annually)
Part-time: 5 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.

If there has been undue hardship (i.e. medical, death, divorce), the student may appeal these standards. Appeals must be directed to the Financial Aid Office for review by the Financial Aid Committee. The Financial Aid Office will notify the student 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 a 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 that 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. For any student who resides in a country that does not have a tax treaty with the United States, the University must withhold a 14% of the award in excess of the amounts used for tuition, fees, books, and supplies. The University remits this 14% to the IRS as federal income tax withheld. Each year all international
students will be required to file a 1040NR with the Federal Internal Revenue Service by April 15th. The non-filing of this form will jeopardize future scholarship awards to the student.

MASTERS DEGREE COMPLETION REQUIREMENTS

M.B.A. Completion Requirements

1. Complete the degree in four calendar years from the date on a student's initial registration.
2. Maintain a cumulative G.P.A. of 3.0 or higher.
3. Complete twelve 3-credit courses, consisting of nine foundation courses (27 credits) and three specialization courses (9 credits).

M.Ed. Completion Requirements

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 and depends on the M.Ed. degree program
   a. For the M.Ed. without an E.S.O.L. Endorsement, Complete 36 graduate credits consisting of 27 credits in Varying Exceptionalities, 3 credits in research AND successfully complete a 6-credit Graduate Project.
   b. For the M.Ed. with an E.S.O.L. Endorsement, Complete 42 graduate credits, consisting of 27 credits in Varying Exceptionalities and 15 credits in ESOL AND successfully pass a Comprehensive Examination.

Comprehensive Examination for the M.Ed. in Varying Exceptionalities with an E.S.O.L. Endorsement

The Comprehensive Examination in the M.Ed. program is required for those students who are enrolled in the Varying Exceptionalities program with an E.S.O.L. Endorsement.

The Comprehensive Examination is scheduled twice a year: the first Saturday in December and the first Saturday in April. Dates are posted in the Graduate Academic Calendar each year. Application deadline is two weeks prior to the examination. Applications are available in the College of Education and must be approved by a student's Advisor. Students are eligible to take the Comprehensive during their last term.
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.S. Degree Completion Requirements**

The graduate faculty has established three requirements for the successful completion of the M.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.S. specialization which follows:
   a. Health Care Administration: Complete 42 graduate credits, consisting of 15 credits of required foundation courses (12 credits in management and administration, as well as three credits in applied research methods), 24 credits of required specialization courses in health care administration and a supervised internship to provide hands-on experience (3 credits).
   b. Health Care Administration with the Nursing Home Administrator Licensure Option: Complete 42 graduate credits, consisting of 15 credits of core courses, 24 credits of required specialization courses and a 3-credit 500 or 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 or Comprehensive Examination.
   c. 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.
   d. Sports and Athletics Administration: Complete 36 graduate credits, consisting of 15 credits of foundation courses, 21 credits of required specialization and elective courses, including a 3-credit Graduate Project, which demonstrates competency in sports and athletics administration, and two supervised internships (6 credits).

**GRADUATE PROJECT**

A Graduate Project provides an opportunity and means for students to demonstrate the acquisition, mastery, and integration of the knowledge, skills, and competencies required by their specialization. The Project itself focuses on an area of student interest.
Project Proposal Development

1. During MS or EDU 505 Applied 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 MS or EDU 505, each student develops a draft of the Project Proposal. For those who are required to complete a Graduate Project, the student submits the Proposal to his/her advisor for review, recommendations, and/or revision or final approval. Once approved, the student must complete the approved project plan. Any changes or deviations from the plan must be approved by the advisor. The advisor maintains one copy of the proposal and the original 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.

A final written project alternative may include such additional products as a videotape or computer program. However, complimenting this alternative project will be a written 15 page abstract highlighting the five project elements described 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 the 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
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 College or 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, ideas or work 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.

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**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.

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**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 College or School send 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.
LYNN UNIVERSITY CODE OF COMPUTING PRACTICE

I. PURPOSE

Lynn University (LU) provides computer access and capabilities through our Information Technology Department (ITD). The University relies heavily upon these systems to meet operational, financial, educational, and informational needs. It is essential that these systems and machines be protected from misuse and unauthorized access. It is also essential that LU's computers, computer systems, and computer networks, as well as the data they store and process, be operated and maintained in a secure environment and in a responsible manner. This policy applies to ALL University computer systems and refers to ALL hardware, data, software, and communications networks associated with these computers. This policy covers all computers ranging from single user personal computers to those connected to the University's network.

Computer resources are valuable, and their abuse can have far reaching negative impact on the whole LU community. Computer abuse affects everyone who uses computing facilities. The same morality and ethical behavior that applies in the non-computing environment applies in the computing environment.

Therefore, it is expected that all users of LU computing services will act in an ethical, responsible and polite manner. Failure to adhere to the following or other University policies will lead to disciplinary action as identified in University handbooks, catalogs, and policy manuals. Deliberate misuse can lead to discontinuation of computer access at a minimum and can lead to expulsion from the University and termination of Graduate Assistantships. In addition, users of these computer systems are subject to applicable state and federal laws, which, if violated, can result in prosecution by the Florida State Attorney or U.S. District Attorney.

II. DEFINITION OF TERMS

Computer Systems: Any stand-alone (desktop or portable) or networked microprocessors, workstations or mainframe resources available on any LU campuses.

Computer Networks: A collection of connected communicating computers, local or wide area, and the hardware and software that connects the networks and individual terminals, microcomputers or workstations to other devices.

III. COMPUTER USAGE GUIDELINES

Violations in the areas listed above will be considered as academic misconduct, misdemeanor, or felony as appropriate to the situation. To insure continued compliance with computer usage guidelines, Lynn University designates personnel to investigate alleged computer abuses. The University reserves the right to examine files in such cases.
A. Authorization and Security

Computer resources to which user authorization applies includes, but is not limited to electronic mail, administrative records, library services and department-specific programs.

When students apply for their user ID, they review the Lynn University Code of Computing Practice and sign an agreement that they understand and will comply with the Lynn University Code of Computing Practice. Once the form has been completed, they receive a user ID and account and the signed agreement is placed in their permanent file.

Each user (student, faculty, staff or authorized others) must

1. Have a valid, authorized account in areas required and computer resources that are specifically authorized.
2. Use only his/her account in accordance with its authorized purpose.
3. Not allow other persons to use his/her account unless authorized by the ITD Director for a specific purpose.
4. Be responsible for safeguarding his/her own computer accounts and change passwords often to ensure privacy and security.

B. Access

Users may not

1. Change, copy, delete, read or otherwise access files or software without the permission of the ITD Director.
2. Bypass accounting or security mechanisms to circumvent data protection schemes.
3. Attempt to modify software except when intended to be user-customized.
4. Prevent others from accessing the system by engaging in activity listed in III.
5. Load any copyrighted software onto any hard drive without the specific permission of the ITD Director.

C. Software Acquisition and/or Distribution

Users shall assume that any software that they did not create is copyrighted. Therefore, they may not

1. Distribute copyrighted proprietary material without the written consent of the copyright holder.
2. Violate copyright or patent laws concerning computer software, documentation or other tangible assets.
D. Honor Code

1. Users may not use the computer systems to violate any rules in the Lynn University Faculty or Staff Handbooks, or student catalogs.

2. A user shall disclose to the appropriate University authorities misuse of computing resources or potential loopholes in computer systems security and cooperate with appropriate University authorities in the investigation of abuses.

IV. PENALTIES

Misuse of abuse of computing services is not simply unethical, it can be a violation of not only user responsibilities, but also federal laws. Therefore, Lynn University will take appropriate action in response to user misuse, unethical use or abuse of computing services.

Such action may include, but is not limited to the following:

1. Access to all computing facilities and system may be suspended temporarily or removed permanently.
2. Legal action may be taken to recover damages.
3. Referral to law enforcement authorities outside of Lynn University.
4. Computer users, including students, faculty or staff, who misuse, use unethically or abuse their computer privileges will be referred to the appropriate office for disciplinary action.

V. PENALTIES PROCEDURE

Alleged computer abuse or misuse of computing services by students will be referred to the Information Technology Department Director. If evidence of a student violation is found, the matter will be treated as academic misconduct, misdemeanor or felony as appropriate.

First Violation

As a standard rule, for minor infractions, a warning will be issued upon a user’s first policy violation. The user will review again a copy of the Lynn University Code of Computing Practice that s/he understands and is willing to comply with the above policies and signs the Report of Violation form to that effect. Documentation of the violation will be placed in a student’s permanent file and the program Advisor notified.
Second Violation

Depending on the nature of a second violation, the penalty may result in suspension of computer privileges from one to four weeks. The student is informed that any additional violation will result in an immediate dismissal from the Graduate School. The Advisor and the Dean of the Graduate School are notified of the violation. Documentation is placed in the student’s permanent file.

Third Violation

A third and final violation results in an immediate suspension of computer privileges and dismissal from the Graduate School. The Advisor and Dean of the Graduate School are notified. The Registrar is notified and documentation is placed in the student’s permanent record.

Misdemeanor or felony violation charges will be prosecuted to the fullest extent of the law and will result in the immediate and permanent loss of computer privileges and expulsion from the university.
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 any time. A student's admission 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.

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. 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.

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 that are licensed by the State Board of Independent Colleges and Universities do not automatically qualify an individual for a Florida Teaching Certificate or to participate in professional examinations in Florida. The established procedures require 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.
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 and the Registrar's 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 schedules only within the one-week Drop/Add period following registration at the beginning of each term. By the end of the 5th week of classes, a student may still withdraw. However, no refund is available. A W is placed on the transcript for that course. Deadlines are posted on the Graduate School 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.
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 a student to 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.

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, as well as throughout their graduate academic career. Graduate students unable to maintain the required 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. When this happens, their advisor(s) conduct a thorough review of the student’s academic progress, in order to determine whether or not and under what circumstances the student(s) 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
- **NR**: Grade not reported

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 drops 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 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 $IP$ (In Progress) 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. If satisfactory progress is not made, students who fail to meet minimum standards are placed on academic probation and their enrollment may be terminated. To remain in good standing, a graduate student in the M.B.A., M.S., or M.Ed. programs must maintain a cumulative GPA of 3.0 throughout the graduate program.

Graduation

Graduate students can graduate after each of the four terms; however, commencement is scheduled only once a year in May. Students who complete their course work by Term 2 will be eligible to participate in the May 1998 Commencement. Those completing their course work after Term 2 will be eligible to participate in the 1999 Commencement.
Application for Graduation

Applications for graduation are available in the Registrar’s Office. Deadlines for applications are posted on the Graduate School Calendar and occur in the last week of September for December graduation and the first week of December for a March, May or August graduation.

Fees

The 1997-98 graduation fee is $130.00. 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/Academic Vice President. An additional Late Registration Fee of $25.00 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 challenges 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.

Registration for Classes

Registration occurs a week prior to the beginning of each of the four terms. Term Class Schedules are available in the Registrar's Office and the Graduate School. 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 5:00 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 selection. The student then proceeds 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 classified as non-degree seeking students, who must show evidence of graduation from an accredited college or university, in order to be eligible for this classification and take graduate courses at Lynn University. Graduate students who wish to take courses for the purposes of continuing education, teacher certification, transfer of credits to another institution or to complete the requirements to sit for the Florida Nursing Home Administrator licensure examinations may register as a Special Student. Special Students are limited to 6 credit hours, except under the following circumstances:

1. Educators seeking ESOL certification or taking courses for certification or recertification purposes are limited to 15 credit hours (five 3-credit courses).
2. Graduates who are from either undergraduate or graduate programs in Health Care Administration may require additional courses from our State-approved program for Nursing Home Administrator Licensure in order to sit for the State of Florida examination are limited to 15 credit hours (five 3-credit courses).
Those interested in enrolling as non-degree seeking students should contact the Registrar's Office for a Special Student Registration Form and Registration materials. Term Class Schedules are available in the Registrar's Office and the Graduate School.

Financial Aid is not available to Special Students. Because of Immigration Regulations, a foreign student with either an F-1 or J-1 Visa may not register as a Special Student and must be degree-seeking.

Special Students who wish to be considered for admission and change their status to degree-seeking must

a. Complete a Lynn University Graduation Application, and

b. Provide all necessary documentation, including entrance testing scores and meet all admission requirements.

Enrollment as a Special Student in no way implies a right for future admission to the university or a graduate program.

Credit earned as a Special Student does not automatically count as fulfilling any graduate degree requirements unless approved by the Academic Advisor or Director of the program. All such proposed courses must have a grade of B or better and meet specific course requirements for the degree. This determination is made after the applicant has been accepted to the University and at the latest by the end of their first term as a matriculating student.

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 Specialization within a Degree Program

Should a graduate student wish to transfer to another specialization within the M.B.A. or M.S. degree program, a Request for Change of Specialization form must be completed and approved by both their current advisor and the Dean of the program to which the student wishes to transfer. Forms are available in the Graduate School.

A copy of the approved form is filed with the Registrar, Business Office, Graduate School, 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 M.B.A., M.Ed., or M.S. programs if they meet the following Graduate School 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 are part of the proposed course of study.

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

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 and consist of an official transcript and one or more of the following: a course description, a catalog, a syllabus for the course, 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 that 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

LYNN UNIVERSITY SAFETY AND SECURITY REGULATIONS AND SUPPORTING RESOURCES
ALCOHOLIC BEVERAGES
Alcoholic beverages are not permitted in public areas of the University, including 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. A parking permit must be affixed to the rear bumper of the car at all times. Parking is limited to designated student lots. Tickets are issued for parking infractions, and the resulting fines must be paid or grades will be withheld.

ILLEGAL DRUGS
Lynn University has a no tolerance policy on drugs. Possession, use, provision or sale of drugs, including marijuana, will result in expulsion from the University. Anyone providing or selling drugs will be reported to the police. Drugs are defined as compounds that are illegal except when taken under a doctor’s prescription.

SECURITY AND SAFETY GUIDELINES
Campus Security and Safety Guidelines are published annually. The Guidelines include Lynn University statistics on campus safety and security as required by the Student Right To Know Campus Security Act of the Higher Education Amendments of 1992. The Guidelines are available through the Office of Student Services.

SECURITY TELEPHONE
The Security Department is available 24 hours a day. A Security Station is located at the southeast corner of the Freiburger parking lot and adjacent to the baseball complex. Security can be reached at (561) 994-0770, extension 166.

SEXUAL HARASSMENT
Students are entitled to a learning environment that is free from unwelcome sexual advances. In the event of unwanted sexual advances, a student should seek information and guidance from the University Counseling Center, the Dean of Students and/or Vice President for Administration and Student Services.
SEXUAL ASSAULT

Rape, called sexual battery in the state of Florida, refers to sexual contact without consent; sexual intercourse does not need to occur. It is important to note that rape is more likely to occur between people who know each other (acquaintance rape), rather than strangers.

Victims of sexual assault react differently. While in a state of shock, it is not unusual to be hysterical, angry, not in touch with one’s feelings or to be flooded with feelings or a combination of these emotions.

If a student has been victimized by a sexual assault, she/he may be in a state of shock. A usual immediate reaction is to distance oneself from the assault, both emotionally and physically, by wanting to take a bath or shower. Don’t. Instead, wrap the person in something warm, go to a safe place, and call 911 and Campus Security immediately.

While waiting for Security, remain as calm as possible and keep the victim warm. Do not let the victim take a shower, change clothes, eat or drink anything, touch the crime scene, comb or brush their hair. Wait for the appropriate staff to assist the victim.

The University has a Sexual Assault Crisis Team (SACT) composed of the Director of Counseling, the Director of the Health Center, the Director of Residence Life, the Associate Dean for Student Services and the Dean of Students.

After talking with the proper authorities and staff, the victim will be strongly encouraged to submit to a medical examination immediately. Medical attention is crucial. The student must sign a release statement claiming that s/he has been advised of all options available related to the rape.

Finally, seeking ongoing support after a rape is important to recovery. Friends, relatives or the Rape Crisis line are resources, as is the staff of the Lynn University Counseling Center located in deHoernle Hall. Day or evening appointments can be arranged by calling the Center at (561) 994-0770, extension 150. A Lynn University Student Handbook, published annually, lists student resources on and off campus and is available upon request through the Dean of Students in deHoernle Hall at extension 148.

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.
SUBSTANCE ABUSE PREVENTION PROGRAM

The University recognizes the problems that exist in today's society with regard to alcohol and substance abuse. As such, the University has a responsibility to its students, faculty, and staff to offer an ongoing information program on these problems. Each semester, seminars dealing with substance abuse are offered through the auspices of Student Services and the Personnel Office for students and staff members alike.

These seminars deal with the role of alcohol and other potentially abusive substances in contemporary American society, including a historical overview of psychoactive drug use and abuse, the classification of drugs currently in use, legal issues related to substance abuse, and resources available for the prevention and treatment of abuse problems.

In addition, alcohol and substance abuse literature, counseling, and referral services are available through the Counseling Center. Lynn University is in compliance with the Drug-Free Workplace Act.

TRAFFIC REGULATIONS

1. All students must obtain a parking permit from the Graduate School administrative office. The permit must be displayed on the back bumper of the automobile.

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 must 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 vehicles at all times. The drivers 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 ticketing and/or towing at the owner's expense.
PART 5
THE GRADUATE DEGREE PROGRAMS
THE MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Today the modern business enterprise is in constant transformation as it responds to technological innovations linking local communities to the global marketplace. Lynn University M.B.A. is an advanced degree designed to prepare and equip managers with the knowledge and competencies necessary to administer controllable forces within their organizations in order to adapt successfully to variables and changes in the uncontrollable environment. Practitioners develop skills for deciphering and forecasting external forces and in the process become effective leader-managers in the increasingly multicultural multinational environment of the 21st century.

Lynn University, located at the crossroads of world trade, offers an unparalleled laboratory for learning. Our expert faculty challenge our graduate students, many with international backgrounds, to examine a broad spectrum of issues confronting modern business managers. The 36-credit M.B.A. program consists of twelve 3-credit courses, of which nine are foundation courses (27 credits) and three are specialization (9 credits). Specializations are available in International Management as well as Health Care Administration, Hospitality Administration, or Sports and Athletics Administration.

On-site M.B.A program offerings are structured on a cohort model, that is, students enter the program during a prescribed admission date and proceed through each subsequent class together. This cohort model facilitates and fosters student learning and support through the socialization process. Make-up classes are offered on the campus.

On-campus M.B.A. students are admitted each term.

Special Course Requirements for Those Without an Undergraduate Degree in Business

All M.B.A. undergraduate transcripts are reviewed to determine whether the applicant has taken any of the four required prerequisite courses or their equivalents specifically:

- ACC 201 Principles of Accounting I
- BUS 171 Macroeconomics
- MAT 221 Probability and Statistics
- CSC 200 Introduction to Computer Applications
## CURRICULUM OVERVIEW:

### Foundation Courses

<table>
<thead>
<tr>
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<tbody>
<tr>
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<td>Management and Administration</td>
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<tr>
<td>MBA 510</td>
<td>Legal Aspects of Administration and Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 520</td>
<td>Marketing Management in a Global Economy</td>
<td>3</td>
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<tr>
<td>MBA 525</td>
<td>Management Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>MBA 530</td>
<td>Quantitative Methods for Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MBA 540</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MBA 545</td>
<td>Managerial Finance</td>
<td>3</td>
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<tr>
<td>MBA 550</td>
<td>Operations Management</td>
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<tr>
<td>MBA 590</td>
<td>Business Policy Seminar</td>
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### Specialization Courses

#### 1. International Management

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<tr>
<td>MBA 560</td>
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<tr>
<td>MBA 565</td>
<td>International Finance</td>
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</tr>
<tr>
<td>MBA 570</td>
<td>Comparative Economic Systems</td>
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#### 2. Health Care Administration

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<tr>
<td>HCA 530</td>
<td>Financing and Reimbursement Systems for Health Care Services</td>
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</tr>
<tr>
<td>HCA 585</td>
<td>Health Care Policy and Analysis</td>
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</tr>
<tr>
<td>HCA 595</td>
<td>Ethics and Legal Aspects of Health Care</td>
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</table>

#### 3. Hospitality Administration

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<tr>
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<th>Course Title</th>
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<tbody>
<tr>
<td>HA 525</td>
<td>Food Service Administration</td>
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<tr>
<td>HA 530</td>
<td>Resort Development and Management</td>
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<tr>
<td>HA 575</td>
<td>Service Management</td>
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#### 4. Sports and Athletics Administration

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<tr>
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<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>SAM 530</td>
<td>Sports Administration</td>
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<td>SAM 535</td>
<td>Issues in Intercollegiate Athletics and Sports</td>
<td>3</td>
</tr>
<tr>
<td>SAM 680</td>
<td>Beginning Internship in Sports and Athletics Administration</td>
<td>3</td>
</tr>
<tr>
<td>SAM 681</td>
<td>Advanced Internship in Sports and Athletics Administration</td>
<td>3</td>
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</tbody>
</table>
MASTER OF BUSINESS ADMINISTRATION
FOUNDATION COURSE DESCRIPTIONS

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

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

MBA 520 MARKETING MANAGEMENT IN A GLOBAL ECONOMY
Focus on the major decisions that marketing managers and top management face in their efforts to mesh the objectives, core competencies, and resources of an organization with the opportunities and threats in an increasingly global marketplace. Applications of marketing thinking to products and services for any organization whether profit or not-for-profit. (3 credit hours)

MBA 525 MANAGEMENT INFORMATION SYSTEMS
An examination of key management challenges in building and using information systems, including: understanding system requirements in the environment in which the organization operates, creating an information architecture to support organizational goals, designing systems that managers can control and understand in a socially and ethically responsible manner. Prerequisite: CSC 200 (3 credit hours)

MBA 530 QUANTITATIVE METHODS FOR DECISION MAKING
The decision making process and the role of management science in that process. Management science techniques include: statistical methods, mathematical programming, simulation, network models, decision analysis, waiting line models and inventory methods. Prerequisite: MAT 221 and MBA 525 (3 credit hours)

MBA 540 MANAGERIAL ACCOUNTING
Accounting as a managerial tool for business strategy and implementation. Key topics include: customer satisfaction, total value-chain analysis, continuous improvement, and planning and control techniques linked to key success factors. Prerequisite: ACC 201 (3 credit hours)

MBA 545 MANAGERIAL FINANCE
An analysis and comparison of the various techniques that aid in decision making process. Major themes stressed include: sharehol
wealth maximization, cash flow management, the international aspects of financial management and the standards of ethical behavior adopted by managers. Prerequisite: MBA 540 (3 credit hours)

**MBA 550 OPERATIONS MANAGEMENT**

A comprehensive analysis and comparison of the various techniques than can produce increased productivity for manufacturing and service operations. Provides an opportunity to assess the methods used in striving for long term strength and growth in economic enterprises. Prerequisite: MBA 530 (3 credit hours)

**MBA 590 BUSINESS POLICY SEMINAR**

Capstone seminar for the M.B.A. program in which students are required to use strategic analysis skills to demonstrate their ability to integrate and apply theory to practice. Case studies and experiential exercises enhance the mastery of strategic thinking. **NOTE: Must be completed in the last term or with advisor’s approval may be completed next to last term of study. (3 credit hours)**

**MASTER OF BUSINESS ADMINISTRATION SPECIALIZATION COURSE DESCRIPTIONS**

1. INTERNATIONAL MANAGEMENT

**MBA 560 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. Learning to think in international terms is the basis for successful business ventures. Thus, evaluating and mastering the relationship of the agents, conditions, and dynamic interaction of these environments are key ingredients. Prerequisite: MBA 500 (3 credit hours)

**MBA 565 INTERNATIONAL FINANCE**

Overview of the tools (e.g. hedging, swaps, counter trade) and methods that financial managers use to solve financial problems, emanating from fluctuating currency exchange rates, currency exchange controls, tariffs, taxes, inflation, and accounting practices. Prerequisite MBA 545 (3 credit hours)

**MBA 570 COMPARATIVE ECONOMIC SYSTEMS**

Analysis and comparison of the highly divergent foreign economic systems. The major premise is that policies designed for economic conditions in one market may be totally unsuitable for the economic conditions in another. Highlighted are the most significant variables contributing to the uncontrollable forces in the environment that interface with economic systems. Prerequisite: BUS 171 and MBA 560 (3 credit hours)
2. HEALTH CARE ADMINISTRATION

HCA 530 FINANCING AND REIMBURSEMENT SYSTEMS FOR HEALTH CARE SERVICES
Examination and comparison of finance and reimbursement systems for health care services, managed health care organizations, Medicare and Medicaid programs, and other government entitlements. Analysis of marketplace forces that drive the costs of health care. Prerequisite: MBA 545 (3 credit hours)

HCA 585 HEALTH CARE POLICY AND ANALYSIS
Analysis of the federal, state, and local level trends and initiatives affecting health care policy and its formulation. Focus on the social, economic, and political forces shaping health care policy and service delivery. (3 credit hours)

HCA 595 ETHICS AND LEGAL ASPECTS OF HEALTH ADMINISTRATION
In-depth exploration of the ethical and legal conflicts confronting health care administrators and policy makers. Anti-trust legislation and quality of care legislation provide the substantive focus for consideration, discussion, and analysis. Prerequisite: MBA 510 (3 credit hours)

3. HOSPITALITY ADMINISTRATION

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 the development and management processes. Prerequisite: MBA 500 (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 and comparisons. (3 credit hours)

4. SPORTS AND ATHLETICS ADMINISTRATION

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 facilities.
management, fiscal and budgetary aspects, personnel selection and supervision, public relations, and office management. (3 credit hours)

**SAM 535 ISSUES IN INTERCOLLEGIATE ATHLETICS AND PROFESSIONAL SPORTS**

A comprehensive examination and analysis of the 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 matters of prime importance in the field. (3 credit hours)

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

The internship requirements provides an opportunity to apply knowledge and theory to the professional practice arena. All internship arrangements must be approved by the advisor. (3 credit hours)

**THE MASTER OF EDUCATION (M.ED.) IN VARYING EXCEPTIONALITIES AND A TEACHING ENDORSEMENT FOR E.S.O.L.**

The Curriculum of the M.Ed.

The M.Ed. program consists of two graduate degrees: a 36-credit research-oriented degree with certification in Varying Exceptionalities and a 42-credit practitioner-oriented degree 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 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 481 Student Teaching

In addition, if such course work was not taken as part of an undergraduate degree program, 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.

CURRICULUM OVERVIEW:

36-credit Research-oriented M.Ed. Credits
EDU 500 Foundations of Exceptional Student Education 3
EDU 505 Applied Research Methods 3
EDU 510 Language Development and Learning 3
EDU 511 Characteristics, Needs, and Instructional Strategies for Mildly Handicapped Students 3
EDU 512 Instructional Strategies for Emotionally Handicapped Students 3
EDU 513 Instructional Strategies for Mentally Handicapped Students 3
EDU 514 Instructional Strategies for Specific Learning Disabilities 3
EDU 534 Classroom Behavior Management 3
EDU 561 Assessment of Exceptional Students 3
EDU 570 Career Management and Transition Planning for Exceptional Students 3
EDU 664 Graduate Project in Varying Exceptionalities I 3
EDU 665 Graduate Project in Varying Exceptionalities II 3

CURRICULUM OVERVIEW:

42-credit Practitioner-oriented M.Ed. with an ESOL Endorsement Credits
EDU 512 Instructional Strategies for Emotionally Handicapped Students 3
EDU 500 Foundations of Exceptional Student Education 3
EDU 510 Language Development and Learning 3
EDU 511 Characteristics, Needs, and Instructional Strategies for Mildly Handicapped Students 3
EDU 512 Instructional Strategies for Emotionally Handicapped Students 3
EDU 513 Instructional Strategies for Mentally Handicapped Students 3
EDU 514 Instructional Strategies for Specific Learning Disabilities 3
EDU 521 Methods of Teaching E.S.O.L. 3
EDU 522 Curriculum and Materials Development for E.S.O.L. 3
EDU 523 Cross-cultural Communication and Understanding 3
EDU 524 Applied Linguistics 3
EDU 525 Testing and Evaluation in E.S.O.L. 3
EDU 534 Classroom Behavior Management 3
EDU 561 Assessment of Exceptional Students 3
EDU 570 Career Management and Transition Planning for Exceptional Students 3

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 mild handicapping conditions. (3 credit hours)

EDU 505 APPLIED 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 Graduate Project: Chapter 1 Introduction and Chapter 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, NEEDS, AND INSTRUCTIONAL STRATEGIES 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 educational activities. (3 credit hours)

EDU 512 INSTRUCTIONAL STRATEGIES FOR EMOTIONALLY HANDICAPPED STUDENTS
Specialized strategies for teaching emotionally handicapped (EH) students. Overview of instructional techniques and 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 MENTALLY HANDICAPPED STUDENTS
An exploration of unique teaching strategies for mentally handicapped (MH) students. Highlighted are the development, implementation, and evaluation of individualized educational plans. Special approaches 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.
Advanced practices in curriculum application and materials adaptation and developments for students learning English as a second language. In-depth applications of theory, principles, and research to strategies for teaching and materials development. (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, development and evaluation for students learning English as a second language. Designed to prepare classroom teachers to apply current and effective teaching methodologies in planning and delivering instruction to culturally and linguistically diverse students. Prerequisite: EDU 521 (3 credit hours)

EDU 523 CROSS-CULTURAL COMMUNICATION AND UNDERSTANDING
Identification of cultural issues related to communication, classroom interaction, academic content, as well as parental 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 and special educators working within regular classrooms. (3 credit hours)

EDU 561 ASSESSMENT OF EXCEPTIONAL STUDENTS
In-depth knowledge and competencies necessary to administer formal tests and utilize types of informal measures. Provides teachers with the skills necessary in identifying various handicapping conditions. (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 EXCEPTIONALITIES I
Continuation of the project research process. Refinement of research methodology, data gathering and presentation of results, concluding with the development and completion of the Graduate Project Chapters 3 Methodology and 4 Results. (3 credit hours) Prerequisite: EDU 505

EDU 665 GRADUATE PROJECT IN VARYING EXCEPTIONALITIES II
The Graduate Project reaches its final stage with the completion of Chapter 5 Discussion and Conclusions. The student will demonstrate expertise in the subject matter through a written Graduate Project and its oral defense to the faculty. (3 credit hours) Prerequisite: EDU 664

THE MASTER OF SCIENCE (M.S.)
The M.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 goal is to empower our graduate students to cultivate their unique potential and talents on the one hand and 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 us in the 21st century.

The Curriculum of the M.S.

The M.S. has a unifying curriculum foundation shared to some degree with the M.B.A. One additional M.S. course in Applied Research Methodology is required by all M.S. specializations. However, some variations exist within specializations in terms of which M.B.A. courses are required. The particular specialization course selection reflects the knowledge and skills required for effective administration and management in that discipline. Those variable courses are MBA 525 and MBA 530.

CURRICULUM OVERVIEW OF THE M.S.

Foundation Courses

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<tr>
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<td>MBA 510</td>
<td>Legal Aspects of Administration and Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 520</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 525</td>
<td>Management Information Systems and/or</td>
<td>3</td>
</tr>
<tr>
<td>MBA 530</td>
<td>Quantitative Methods for Decision Making</td>
<td>3</td>
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</table>

The foundation has been designed to assure that students have the requisite theoretical and applied knowledge to pursue their individual interests in their specializations. Building on the breadth and depth of the foundation, specialization courses enable students to continue to expand and deepen their mastery through practical applications, simulations, case studies, applied research in areas of individual interest through the Graduate Projects and in some specializations, internships.

Foundation and specialization courses complement each other and address the increasingly complex contemporary and future societal challenges and opportunities faced by 21st century managers-administrators. Through the development of critical thinking skills and a commitment to lifelong learning, graduates will be able to understand changing trends and maintain their focus on both institutional and human needs.

Within this context, students cultivate their particular areas of professional interest while developing the talents, abilities and competencies essential for skilled, effective practitioner-leaders. Specializations are available in:

1. Criminal Justice Administration
2. Health Care Administration
3. Health Care Administration with a Nursing Home Administrator Licensure Option
4. Hospitality Administration
5. Sports and Athletics Administration

The M.S. degree requires the completion of 36 credits, except for the Health Care Administration specializations that require 42 credits.

THE M.S. FOUNDATION COURSE DESCRIPTIONS

The required M.S. courses provide a foundation for the knowledge, comprehension, and application of effective management and administration theories and practices. The courses are designed to broaden and deepen the student's professional outlook and familiarity with the changing world of the 21st century.

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

MS 505  APPLIED 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)

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

MBA 520  MARKETING MANAGEMENT
Focus on the major decisions that marketing managers and top management face in their efforts to mesh the objectives, core competencies, and resources of an organization with the opportunities and threats in an increasingly global marketplace. Applications of marketing thinking to products and services for any organization whether profit or not-for-profit. (3 credit hours)

MBA 525  MANAGEMENT INFORMATION SYSTEMS
An examination of key management challenges in building and using information systems, including: understanding system requirements for the environment in which the organization operates; creating an information architecture to support organizational goals; designing
systems that managers can control and understand in a socially and ethically responsible manner. (3 credit hours) Note: $30.00 Lab Fee

MBA 530 QUANTITATIVE METHODS FOR DECISION MAKING
The decision making process and the role of management science in that process. Management science techniques include: statistical methods, mathematical programming, simulation, network models, decision analysis, waiting line models and inventory methods. (3 credit hours)

M.S. SPECIALIZATIONS

CRIMINAL JUSTICE ADMINISTRATION

Today, the modern police agency is in constant transformation as it responds to technological innovations linking local communities to the global marketplace. These agencies require knowledgeable and skilled administrators who can effectively deal with the demands of a growing multicultural environment. Our master's degree program is designed to create administrators able to meet and respond to the complex demands of the 21st century. The field of criminal justice is changing at an unprecedented rate. New technology in communications, global information systems and anti-terrorism have significantly altered how crimes are investigated and how resources are managed in a modern law enforcement agency. Growing administrative concerns and technological complexities require that law enforcement leaders maintain high quality internal controls, while responding to the needs of diverse populations.

Our South Florida location typifies the experiences of modern police agencies in diverse, densely populated urban centers. Using this laboratory for learning, expert faculty challenge our graduate students to examine a broad spectrum of issues confronting the modern police administrator. By applying sound business principles and practices alternate solutions are debated and evaluated. The required culminating Graduate Project enables graduate students to demonstrate mastery of these complexities in a specific area of their scholarly interest.

CRIMINAL JUSTICE ADMINISTRATION
SPECIALIZATION OVERVIEW

a. Foundation courses: 15 credits in management and administration in MBA courses
b. Specialization courses in Criminal Justice Administration: 18 credits
c. Graduate Project: 3 credits

I. Foundation Courses: 15 credit hours

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
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<td>Management and Administration</td>
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</tr>
<tr>
<td>MS 505</td>
<td>Applied Research Methods</td>
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Credits
II. Specialization Courses: 18 credit hours

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>CJA 608</td>
<td>Law, Evidence, and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>CJA 636</td>
<td>Civil Rights and Civil Liberties</td>
<td>3</td>
</tr>
<tr>
<td>CJA 656</td>
<td>Conflict Resolution in Police Administration</td>
<td>3</td>
</tr>
<tr>
<td>CJA 657</td>
<td>The Police and the Community</td>
<td>3</td>
</tr>
<tr>
<td>CJA 659</td>
<td>Global Perspectives in Police Administration</td>
<td>3</td>
</tr>
<tr>
<td>CJA 661</td>
<td>Youth and Delinquency Control</td>
<td>3</td>
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</table>

III. Graduate Project: 3 credit hours

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
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</thead>
<tbody>
<tr>
<td>CJA 665</td>
<td>Graduate Project in Criminal Justice Administration</td>
<td>3</td>
</tr>
</tbody>
</table>

CRIMINAL JUSTICE ADMINISTRATION

SPECIALIZATION COURSE DESCRIPTIONS

**CJA 608 LAW, EVIDENCE, AND ETHICS**
Comprehensive examination and analysis of the rules of evidence followed in criminal trials and administrative proceedings. Special attention to the methods and ethical obligations of government agents assigned to gather evidence. (3 credit hours)

**CJA 636 CIVIL RIGHTS AND CIVIL LIBERTIES**
Comparative analysis of conflicting group interests that arise around key civil rights issues, such as freedom of speech and assembly, church-state relations, and equal treatment before the law for members of minority groups. Victim's and defendant's rights are explored and contrasted. (3 credit hours)

**CJA 656 CONFLICT RESOLUTION IN POLICE ADMINISTRATION**
Systematic and in-depth consideration of the major issues confronting administrators of large urban police departments, including: professionalism, recruitment, selection, training, deployment, crime trend analysis, innovation, evaluation, as well as charges of brutality, inefficiency and corruption. Conflict resolution options and opportunities are analyzed. (3 credit hours)

**CJA 657 THE POLICE AND THE COMMUNITY**
The modern police organization in its role as partner with the community it serves. Specialized programs include: Drug Abuse Resistance Education (DARE), Crime-Watchers, Civilians on Patrol (COP). Special attention to the socio-economic and political factors,
contributing to the concept of community in the context of the current transition from historical regulatory policy implementation to community policing. Exploration of the impact of detention, parole policy, incarceration, and correctional institutions on communities. (3 credit hours)

CJA 659  GLOBAL PERSPECTIVES IN POLICE ADMINISTRATION
Overview and analysis of crime trends with an international focus. U.S. law enforcement compared and contrasted with other country's police systems in terms of similarities and differences in administration, organization, principal functions and objectives, governmental control and oversight. Relationship between the police and public during significant crises, such as terrorism or natural disaster. Identification of alternate solutions and approaches to sound criminal justice administration, correctional institutions, probation and parole. (3 credit hours)

CJA 661  YOUTH AND DELINQUENCY CONTROL
In-depth examination of the social conditions that result in lawbreaking by youth, the ensuing delinquency issues and resulting legal practices. Case study approach, focusing on the interaction between the police and adolescents when dealing with such community issues as gang violence and mass civil disobedience. Alternative control strategies proposed and elaborated. (3 credit hours)

CJA 665  GRADUATE PROJECT IN CRIMINAL JUSTICE ADMINISTRATION
Culminating Graduate Projects represent topics of professional interest selected by the students and approved by their advisor for its relevance and importance in the Criminal Justice field. In the project, the student must reflect the integration of theory with practice, as well as demonstrate expertise in the subject matter. Final projects are presented in a seminar. (3 credit hours)

HEALTH CARE ADMINISTRATION SPECIALIZATION
As health care finds its place on the legislative agenda, the industry is undergoing the most intense scrutiny and profound challenges in defining and providing quality health care for all Americans. With the growing number of Americans without adequate preventive and primary care, new forms of private and public health insurance and service delivery systems will continue to evolve.

Health Care Administration spans a variety of health-medical care institutions, such as retirement communities, social service agencies, health maintenance organizations, day care centers and hospices, as well as assisted living facilities, skilled nursing facilities and hospitals. Administration of these and other facilities focuses on an understanding of the health care industry, its problems and challenges.
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.

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.

HEALTH CARE ADMINISTRATION SPECIALIZATION OVERVIEW

Prerequisite Courses

Those who have not completed undergraduate introductory courses in:

a: Accounting are required to complete this prerequisite prior to taking
  HCA 555 Accounting and Financial Management of Health Care
  Organizations AND

b. Computers are required to complete this prerequisite prior to taking
  MBA 525 Management Information Systems.

I. Foundation Courses: 15 credit hours

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MBA 500</td>
<td>Management and Administration</td>
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<tr>
<td>MS 505</td>
<td>Applied Research Methods</td>
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<tr>
<td>MBA 510</td>
<td>Legal Aspects of Administration and Management</td>
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<td>MBA 520</td>
<td>Marketing Management</td>
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<tr>
<td>MBA 525</td>
<td>Management Information Systems</td>
<td>3</td>
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<td>OR</td>
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<tr>
<td>MBA 530</td>
<td>Quantitative Methods for Decision Making</td>
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II. Specialization Courses: 24 credit hours

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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>HCA 530</td>
<td>Financing and Reimbursement Systems for Health Care Services</td>
<td>3</td>
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<tr>
<td>HCA 541</td>
<td>Residential and Community Health Care Systems</td>
<td>3</td>
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<tr>
<td>HCA 550</td>
<td>Clinical Aspects of Medical Care</td>
<td>3</td>
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<tr>
<td>HCA 555</td>
<td>Accounting and Financial Management of Health Care Organizations</td>
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<tr>
<td>HCA 560</td>
<td>Clinical Aspects of Mental Health Care</td>
<td>3</td>
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<tr>
<td>HCA 570</td>
<td>Human Resource Management and Labor Relations</td>
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</tbody>
</table>
HCA 585  Health Care Policy and Analysis  3  
HCA 595  Ethics and Legal Aspects of Health Administration  3  

III. Internship: 3 credit hours  

HCA 600  Health Care Administration Internship  3  

OR  

HCA 601  Advanced Health Care Administration Internship  3  

HEALTH CARE ADMINISTRATION  
SPECIALIZATION COURSE DESCRIPTIONS  

HCA 530  FINANCING AND REIMBURSEMENT SYSTEMS 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 entitlement. Analysis of marketplace forces that drive the costs of health care. (3 credit hours)  

HCA 541  RESIDENTIAL AND COMMUNITY HEALTH CARE SYSTEMS  
Analysis of health and mental health systems and utilization patterns. Examination of the structure, services, and regulatory requirements of assisted living facilities, home health agencies, adult day care centers, and hospice. Specific services analyzed in terms of regulatory requirements, access, and outcomes. (3 credit hours)  

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

HCA 555  ACCOUNTING AND FINANCIAL MANAGEMENT OF HEALTH CARE ORGANIZATIONS  
An overview of financial management in the short and long term health services industry. Emphasis placed on pricing, cost analysis, forecasting, budgeting, and financial statement analysis. (3 credit hours)  

HCA 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, therapeutic activity programming and models of effective treatment services. (3 credit hours)
HCA 570  HUMAN RESOURCE MANAGEMENT AND LABOR
      RELATIONS
      Comprehensive overview of personnel practices and labor relations,
      including human resource planning, ADA, staffing, performance
      appraisal, labor-management relations and collective bargaining.
      Leadership studies highlighted. (3 credit hours)

HCA 585  HEALTH CARE POLICY AND ANALYSIS
      Trends analysis in formulating health care policy at the federal, state,
      and local levels. Focus on analyzing the social, economic and political
      forces affecting health care in the U.S. (3 credit hours)

HCA 595  ETHICAL AND LEGAL ASPECT OF HEALTH CARE
      Examination of the ethical and legal conflicts affecting the health care
      administrator and policy maker. Anti-trust legislation and quality of
      care legislation will be analyzed. (3 credit hours)

HCA 600  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 601  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)

HEALTH CARE ADMINISTRATION WITH A
NURSING HOME ADMINISTRATOR LICENSURE
(NHAL) OPTION
With the dramatic increase in life expectancy and the growing number of agencies
serving adults, the M.S. Health Care Administration specialization with a Nursing
Home Administrator Licensure (NHAL) 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: continuing
care retirement communities, skilled nursing facilities, and transitional units of hospitals.
NURSING HOME ADMINISTRATOR LICENSURE (NHAL) OPTION

SPECIALIZATION OVERVIEW

The NHAL Option of the Health Care Administration specialization requires the completion of 42 credit hours. In addition to the 15 credits in Foundation courses, the NHAL Option involves 27 credits of specialization 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.

Prerequisite Courses

Those who have not completed undergraduate introductory courses in:

a. Accounting are required to complete this prerequisite prior to taking
   HCA 555 Accounting and Financial Management of Health Care
   Organizations AND

b. Computers are required to complete this prerequisite prior to taking
   MBA 525 Management Information Systems

I. Foundation Courses: 15 credit hours

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<tr>
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<tbody>
<tr>
<td>MBA 500</td>
<td>Management and Administration</td>
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<tr>
<td>MS 505</td>
<td>Applied Research methods</td>
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<td>MBA 510</td>
<td>Legal Aspects of Administration and Management</td>
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<td>MBA 520</td>
<td>Marketing Management</td>
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<tr>
<td>MBA 525</td>
<td>Management Information Systems</td>
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II. Specialization Courses: 24 credit hours

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<th>Course Code</th>
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<td>MBA 500</td>
<td>Management and Administration</td>
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<tr>
<td>HCA 530</td>
<td>Financing and Reimbursement Systems for Health Care Services</td>
<td>3</td>
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<tr>
<td>HCA 541</td>
<td>Residential and Community Health Care Systems</td>
<td>3</td>
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<td>HCA 542</td>
<td>Health Care Institutional Systems</td>
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<td>HCA 550</td>
<td>Clinical Aspects of Medical Care</td>
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<td>HCA 555</td>
<td>Accounting and Financial Management of Health Care Organizations</td>
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<tr>
<td>HCA 560</td>
<td>Clinical Aspects of Mental Health Care</td>
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III. Internship: 3 credit hours

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<tr>
<td>HCA 603</td>
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<tr>
<td>HCA 604</td>
<td>Advanced Nursing Home Administration Internship</td>
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NURSING HOME ADMINISTRATOR LICENSURE OPTION COURSE DESCRIPTIONS

HCA 530 FINANCING AND REIMBURSEMENT SYSTEMS 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 entitlement. Analysis of marketplace forces that drive the costs of health care. (3 credit hours)

HCA 541 RESIDENTIAL AND COMMUNITY HEALTH CARE SYSTEMS
Analysis of health and mental health systems and utilization patterns. Examination of the structure, services, and regulatory requirements of assisted living facilities, home health agencies, adult day care centers and hospice. Specific services analyzed in terms of regulatory requirements, access, and outcomes. (3 credit hours)

HCA 542 HEALTH CARE INSTITUTIONAL SYSTEMS
Examination of the structure, services, and regulatory requirements of nursing homes. Licensing, structural requirements, roles-duties of administrators, staffing patterns and resident assessment are reviewed. Physical environment, life safety, universal precautions and ADA requirements are examined. Federal regulations and state codes/statutes. (3 credit hours)

HCA 550 CLINICAL ASPECTS OF MEDICAL CARE
Overview of anatomy and physiology of illness and disease processes over the life span. Acute and chronic illness processes and their manifestations along with health behaviors and nutritional needs. Pharmacological and medical treatment examined along with professional and medical ethics. (3 credit hours)
HCA 555  ACCOUNTING AND FINANCIAL MANAGEMENT OF HEALTH CARE ORGANIZATIONS
An overview of financial management in the short and long term health services industry. Emphasis will be placed on pricing, cost analysis, forecasting, budgeting, financial statement analysis. (3 credit hours)

HCA 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, therapeutic activity programming and models of effective treatment services. (3 credit hours)

HCA 565  HEALTH CARE MANAGEMENT AND ADMINISTRATION
Examination of management policies and practices in health care administration. Emphasis on organizing, directing and monitoring complex, multi-cultural health care facilities. Departmental organization and management as well as community interrelations are addressed. Successful managerial strategies will be analyzed. (3 credit hours)

HCA 570  HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
Comprehensive overview of personnel practices and labor relations including human resource planning, ADA, staffing, performance appraisal, labor-management relations and collective bargaining. Leadership studies highlighted. (3 credit hours)

HCA 603  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 domains of practice stipulated in Chapter 59T.16 and 59T.17 of the Florida Codes for Nursing Home Administrators, including: personnel and administration, finance, marketing, physical resource management laws, regulatory codes and governing boards and resident care. Internship requires supervised departmental rotation, written log and evaluation as detailed in The Training Manual for Nursing Home Interns. Completion of an Internship Project and passing an Internship Examination are requirements. (3 credit hours)

HCA 604  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 domains of practice stipulated in Chapter 59T.16 and 59T.17 of the Florida Codes for Nursing Home Administrators, including personnel and administration, finance, marketing, physical resource management laws, regulatory codes and governing boards and resident care. Internship requires supervised departmental rotation, written log and evaluation as detailed in The Training Manual for Nursing Home Interns. Completion of an Internship Project and passing an Internship Examination are requirements. (3 credit hours)
boards and resident care. Internship requires supervised departmental rotation, written log and evaluation as detailed in The Training Manual for Nursing Home Interns. Completion of an Internship Project and passing an Internship Examination are requirements. (3 credit hours)

HOSPITALITY ADMINISTRATION SPECIALIZATION

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 M.S. 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 M.S. in Hospitality Administration provides the professional with expertise necessary for administrative career advancement or further opportunities in responsible positions here and abroad.
HOSPITALITY ADMINISTRATION
SPECIALIZATION 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 (3 undergraduate credit hours).

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 MBA 525 Management Information Systems.

I. Foundation Courses: 12 credits

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<tr>
<td>MS 505</td>
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<td>MBA 510</td>
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<td>MBA 520</td>
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II. Specialization Courses: 18 credit hours

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<td>HA 525</td>
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<td>HA 570</td>
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III. Elective Courses: 3 credit hours

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<tbody>
<tr>
<td>HA 660 Independent Study</td>
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<tr>
<td>HA 670 Special Topics</td>
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IV. Graduate Project: 3 credit hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
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<tr>
<td>HA 665 Graduate Project</td>
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INTRODUCTION TO THE HOSPITALITY INDUSTRY
Introduction to the Hospitality Industry, its principles, basic concepts, and terminology (3 undergraduate credit hours).

NOTE: Restricted to graduate students only.

FOOD SERVICE ADMINISTRATION
Food service systems and operations. Controls and financial management of efficient food service operations. (3 credit hours)

RESORT DEVELOPMENT AND MANAGEMENT
Principles of resort management with particular reference to and analysis of the social, economic, and environmental trends and issues involved in resort development and management. (3 credit hours)

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

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

HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS
A comprehensive and in-depth examination of personnel practices and labor relations, including: human resource planning, ADA, staffing, performance appraisal, labor-management relations and collective bargaining. Leadership studies are highlighted. (3 credit hours)

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)

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)

INDEPENDENT STUDY IN HOSPITALITY ADMINISTRATION
Opportunities for both research and practical experience, surveys and testing in the Hospitality field. Flexibility to explore both career
directions and areas of individual interest. With the approval of the Program Director. (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)

SPORTS AND ATHLETICS ADMINISTRATION SPECIALIZATION

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.

SPORTS AND ATHLETICS ADMINISTRATION SPECIALIZATION OVERVIEW

I. Foundation Courses: 15 credit hours

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MBA 500</td>
<td>Management and Administration</td>
<td>3</td>
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<tr>
<td>MS 505</td>
<td>Applied Research Methodology</td>
<td>3</td>
</tr>
<tr>
<td>MBA 510</td>
<td>Legal Aspects of Administration and Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 520</td>
<td>Marketing Management</td>
<td>3</td>
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</tbody>
</table>

EITHER
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: MBA 500 (3 credit hours)

SAM 535  ISSUES IN INTERCOLLEGIATE AND PROFESSIONAL SPORTS ADMINISTRATION
A systematic overview and analysis of critical issues and 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 610  PUBLIC RELATIONS
A comprehensive examination of matters related to interactions with all constituencies of the sports arena: faculty, staff, alumni, students, and fans. Emphasis on the interrelationship of these facets to 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 related to the processes underlying and resulting from group dynamics and interactions. Particular emphasis on the study of personal growth in the areas of sports. (3 credit hours)

SAM 630  LEGAL ASPECTS OF ATHLETICS
General overview of sports law fundamentals. Emphasis on those particular areas that impinge on the daily business routines of lawyers and sports professionals. Topics include: school, coach, and medical liability, as well as other types of liability, injuries, warnings, waivers, contracts, and discrimination. Prerequisite: MBA 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 responsibilities of the NCAA/NAIA, their 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. With approval of the Program Director. (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)

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)
GRADUATE CERTIFICATE PROGRAMS

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

The graduate Certificate in Aging Studies 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 of course work and a 3-credit, 500 hour supervised internship in the field.

a. Required Courses: 18 credits

<table>
<thead>
<tr>
<th>Course</th>
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<tr>
<td>HCA 530</td>
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<td>HCA 585</td>
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b. Internship: 3 credits

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<th>Course</th>
<th>Credits</th>
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<tr>
<td>HCA 605</td>
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</tbody>
</table>

CERTIFICATE IN CARE MANAGEMENT

The graduate Certificate in Care Management is intended for professionals who wish to increase their knowledge about the physiological processes, characteristics, and psychosocial aspects of aging across the life span and the nature of chronic, disabling conditions that might require care management. The Certificate is useful for those working with the disabled or impaired and/or family members who
require comprehensive case planning and management. The Certificate consists of 21 credits, which include 18 credits in course work and a 3-credit, 500 hour supervised internship in the field.

### a. Required Courses: 18 credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
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<tbody>
<tr>
<td>HCA 530</td>
<td>Financing and Reimbursement Systems for Health Care Services</td>
<td>3</td>
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<tr>
<td>HCA 541</td>
<td>Residential and Community Health Care Systems</td>
<td>3</td>
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<tr>
<td>HCA 542</td>
<td>Health Care Institutional Systems</td>
<td>3</td>
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<tr>
<td>HCA 550</td>
<td>Clinical Aspects of Medical Care</td>
<td>3</td>
</tr>
<tr>
<td>HCA 560</td>
<td>Clinical Aspects of Mental Health Care</td>
<td>3</td>
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<tr>
<td>HCA 590</td>
<td>Care Management: Theory and Practice</td>
<td>3</td>
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### b. Internship: 3 credits

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<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HCA 606</td>
<td>Internship in Care Management</td>
<td>3</td>
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</tbody>
</table>

### CERTIFICATE IN HEALTH CARE ADMINISTRATION

The graduate Certificate in Health Care Administration is intended for professionals who wish to increase their knowledge about the changing dynamics of health policy, health care systems and service delivery. The Certificate is useful for those working in health care, 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.

### a. Required Courses: 18 credits

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
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<tbody>
<tr>
<td>HCA 541</td>
<td>Residential and Community Health Care Systems</td>
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<td>OR</td>
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<tr>
<td>HCA 542</td>
<td>Health Care Institutional Systems</td>
<td>3</td>
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<td>OR</td>
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<tr>
<td>HCA 555</td>
<td>Accounting and Financial Management</td>
<td>3</td>
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<td>OR</td>
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<tr>
<td>HCA 570</td>
<td>Human Resource Management and Labor Relations</td>
<td>3</td>
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<tr>
<td>HCA 565</td>
<td>Health Care Management and Administration</td>
<td>3</td>
</tr>
<tr>
<td>HCA 585</td>
<td>Health Care Policy and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>HCA 530</td>
<td>Financing and Reimbursement Systems for Health Care Services</td>
<td>3</td>
</tr>
<tr>
<td>HCA 595</td>
<td>Ethics and Legal Aspects of Health Care Administration</td>
<td>3</td>
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</table>

### b. Internship: 3 credits

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HCA 607</td>
<td>Internship in Health Care Administration</td>
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</table>
GRADUATE CERTIFICATE PROGRAMS
COURSES AND INTERNSHIPS

HCA 590  CARE MANAGEMENT: THEORY AND PRACTICE
The theory and practice of care management and its implications. Skills
development in interviewing, assessment instruments, and report writing
with a comprehensive overview of crisis management, family dynamics,
advocacy and confidentiality. (3 credit hours)

HCA 605  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 con­
gregate 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)

HCA 607  HEALTH CARE ADMINISTRATION INTERNSHIP
A supervised 500 hour internship in a health care setting in either an
inpatient or outpatient setting. Requires a written log, report, and eval­
uations, as well as regularly scheduled meetings with both the field
supervisor and faculty advisor. (3 credit hours)

CERTIFICATES FOR MATRICULATED
GRADUATE STUDENTS
For students who are matriculated in the M.B.A., M.Ed. or M.S. degree program
and wish to earn a certificate in an additional area, the certificate has the same 21-
credit requirements. Up to nine credits may be waived if the degree courses includ­
ed the same certificate courses. In these cases, a minimum of 12 additional credits
is required in a combination of courses and an internship or a Graduate Project. In
cases where the courses are not otherwise be 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. Any
exceptions to this policy must be requested in writing and submitted to the
Graduate Council for consideration, review, and final decision.

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

b. Choice of EITHER a Graduate Project: 3 credits OR an Internship:
3 credits (500 hours) in the certificate specialization
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M.S.W., Ph.D. Barry University
Diplomate in Clinical Social Work
L.C.S.W.
Licensed Marriage and Family Therapist

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M.B.A. Wharton Graduate School, University of Pennsylvania
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M.B.A. Syracuse University
Ph.D. American University

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Ph.D. University of Connecticut

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

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COLLEGE OF INTERNATIONAL STUDIES, SCHOOL OF HOSPITALITY, TOURISM AND RECREATION MANAGEMENT

Linsley DeVeau .................................................. Dean and Professor,  
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GRADUATE SCHOOL

1997-98 ACADEMIC CALENDAR

August 1997
  22  Last date to apply for admission for Term 1

September 1997
  15 - 19  ***TERM 1 REGISTRATION ***
  16  Graduate Open House
  22  Term 1 Classes Begin
  29  Last Day of Drop/Add
TBA  CJA Seminar: Internal Investigations

October 1997
  3  Last day to register for December Graduation
  15 - 16  Nursing Home Preceptor Training
TBA  Graduate Certificate Awards Ceremony
  27  Last Day to Withdraw from Term 1 Classes
TBA  CJA Seminar: Terrorism

November 1997
  TBA  Graduate Project Poster Session 8:00 a.m. - 4:30 p.m.
  TBA  Health Care Seminar 8:00 a.m. - 4:30 p.m.
  21  Application Deadline for M.Ed. Comprehensive Examination
  20 - 26  Term 1 Final Exams
  27 - 30  Thanksgiving Holiday

December 1997
  1  Last Day of Term 1
  5  Last day to register for May Graduation and Commencement
  6  M.Ed. Comprehensive Examination 9:00 a.m. - 12:00 p.m.
  2 - 30  Holiday Break
  15  Last date to apply for admission for Term 2

January 1998
  5 - 9  ***TERM 2 REGISTRATION ***
  12  Term 2 Classes Begin
  19  Martin Luther King's Birthday Holiday
  20  Last Day of Drop/Add
TBA  CJA Seminar: Crimes Against Women and Children
February 1998
16 Presidents Day Holiday
17 Last Day to Withdraw from Term 2 Classes
28 Last Date to Apply for Admission for Term 3

March 1998
18-19 Nursing Home Preceptor Update
16 - 21 Term 2 Final Exams
25 CPCS Honors Convocation: 7:00 p.m.
25 Application Deadline for M.Ed. Comprehensive Examination
25 Last Day of Term 2
23 - 27 *** TERM 3 REGISTRATION ***
30 Term 3 Classes Begin

April 1998
4 M.Ed. Comprehensive Examination 9:00 a.m. - 12:00 p.m.
6 Last Day of Drop/Add

May 1998
2 Commencement
4 Last Day to Withdraw from Term 3 Classes
15 Last Date to Apply for Admissions for Term 4
25 Memorial Day Holiday

June 1998
1 - 6 Term 3 Final Exams
8 Last Day of Term 3
8 - 12 *** TERM 4 REGISTRATION ***
15 Term 4 Classes Begin
22 Last Day of Drop/Add

July 1998
3- 5 Independence Day Holiday
20 Last Day to Withdraw from Term 4 Classes

August 1998
17 - 22 Term 4 Final Exams
22 Last Day of Term 4