EXCELSIOR UNIVERSITY

GRADUATE
CATALOG

JANUARY 2023

ABOUT EXCELSIOR UNIVERSITY

Excelsior University is an accredited, nonprofit distance learning institution founded in 1971 focused on providing educational opportunity to adult learners. Excelsior contributes to the development of a diverse, educated society by valuing lifelong learning with an emphasis on serving individuals who are historically underrepresented by higher education. Excelsior meets students where they are—academically and geographically—removing obstacles to the educational goals of adult learners through affordable access to quality instruction and the assessment of learning. Our pillars include innovation, flexibility, academic excellence, and integrity.

Excelsior University is committed to providing a learning and working environment that is free from illegal discrimination based upon an individual's race, ethnicity, national origin, age, religion, marital status, familial status, gender, gender identity, sexual orientation, physical or mental disability, genetic information, or military or veteran status. Illegal discrimination in any form will not be tolerated at Excelsior University.

Excelsior University is a Title IV-eligible institution offering federal student aid to students who qualify in course-based programs. Stand-alone exam-based options are not eligible.

OUR MISSION

Excelsior University provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. Excelsior meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.

VISION

Excelsior University provides access to quality higher education through innovative online learning, exceptional student experience, and innovation to be a model for addressing societal and workforce needs.

ACCREDITATION

Excelsior University (and under its former names, Excelsior College and Regents College) has been continuously accredited since 1977 by the Middle States Commission on Higher Education, 1007 North Orange Street, 4th Floor, MB #166, Wilmington, DE 19801 (267-284-5011), msche.org. The MSCHE is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

New York State Board of Regents—Recognized Programmatic Accreditation: Excelsior University's nursing programs are programmatically accredited by the New York State (NYS) Board of Regents, State Education Department Office of the Professions (the Regents). The U.S. Department of Education has recognized the Regents as a state agency for the approval of nursing education programs since 1969.

More information about the NYS Board of Regents' Recognized Programmatic Accreditation may be helpful for students or graduates to present to a school they are attending or to an employer seeking more information about their Excelsior University nursing degree.

The RN to BS in Nursing, RN to MS in Nursing dual degree programs, and master's nursing programs at Excelsior University are accredited by the:

The Accreditation Commission for
Education in Nursing (ACEN)
3390 Peachtree Road NE, Suite 1400 Atlanta, GA 30326
PH: 404-975-5000

These programs include Bachelor of Science in Nursing, Master of Science in Nursing Leadership and Administration of Health Care Systems, Master of Science in Nursing Education, Master of Science in Nursing Informatics, RN to Master of Science in Nursing Leadership and Administration of Health Care Systems, RN to Master of Science in Nursing Education, and RN to Master of Science in Nursing Informatics.

The most recent accreditation decision made by the ACEN Board of Commissioners for the bachelor's nursing program in March 2019 is Continuing Accreditation.

View the public information disclosed by the ACEN regarding these programs at www.acenursing.us/accreditedprograms/programSearch.htm

The ACEN is a specialized accrediting agency for nursing recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

The Bachelor of Science in Electrical Engineering Technology is accredited by the Engineering Technology Accreditation Commission of ABET, www.abet.org. The Bachelor of Science in Nuclear Engineering Technology is accredited by the Engineering Technology Accreditation Commission of ABET, www.abet.org. The Bachelor of Science in Information Technology is accredited by the Computing Accreditation Commission of ABET, abet.org.

The School of Undergraduate Studies and the School of Graduate Studies at Excelsior University have received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE), located at 11960 Quivira Road in Overland Park, Kansas, USA. For a list of accredited programs, view the IACBE member status page.

All Excelsior University academic programs are registered (i.e., approved) by the New York State Education Department.

RECOGNITION

The National Security Agency and the Department of Homeland Security designated Excelsior University as a National Center of Academic Excellence in Cyber Defense Education, 2019–2024.

Excelsior University has achieved institutional-level recognition for implementing Quality Matters™ standards for the design of online courses. Excelsior systematically develops and evaluates its online courses based on rigorous, research-based Quality Matters™ standards to ensure learner engagement and provide tools and information for successful learning.

Message from the Dean

Dear Student,

It is with great joy and enthusiasm that I offer you a warm welcome to the School of Graduate Studies! We are truly honored that you chose to pursue your graduate degree at Excelsior University. Whether you are returning to school after some time away or continuing immediately after the completion of an undergraduate degree, the choice to pursue a master's degree is a significant investment of your time and effort, and one that will pay great dividends into the future. Please know that as a school, we care deeply about your success, and we are committed to supporting your personal academic and career goals.
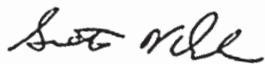
Your investment in Excelsior University comes with our promise to provide you with a rigorous academic experience that is both intellectually stimulating and professionally enriching. Our courses are designed to prepare you as leaders, to think more deeply in your discipline, and to gain knowledge and skills that will accelerate your career. As students, you will engage with our industry-focused faculty who breathe life into our courses by sharing their own in-field experiences and expertise. And you will have the opportunity to network and learn alongside a diverse community of peers with substantial experience of their own.

Our programs are tailored to the lives of the working adult, providing you with the flexibility you need to continue your education while balancing the obligations of your family and work life. We place great value on the learning you bring to the classroom, and accept transfer credit into all of our graduate degree programs.

By choosing Excelsior University, you have placed great trust in us, and it is our honor to support you meeting your goals. Please know that along every step of your journey, the faculty and staff within the School of Graduate Studies are here to support you. Please don't hesitate to reach out to us for guidance, support, or just to say hello.

Once again, thank you so much for entrusting us with your education, and best of luck on your success.

Sincerely,

Scott V. Dolan, PhD
Dean, School of Graduate Studies

LIMITATIONS

Information in this catalog is current as of January 2023, and is subject to change without advance notice.

CHANGES IN UNIVERSITY POLICIES, PROCEDURES, AND REQUIREMENTS
Excelsior University reserves the right to modify or revise the admission requirements of any program; degree and graduation requirements; examinations, courses, tuition, and fees; and other academic policies, procedures, and requirements. Generally, program modifications and revisions will not apply to currently matriculated students so long as they actively pursue their degree requirements. However, in the event that it is necessary to make program changes for matriculated students, every effort will be made to give notice. It is also the responsibility of students to keep themselves informed of the content of all notices concerning such changes.

Excelsior University maintains a drug-free workplace and is a drug-free school, as provided by the Federal Drug-Free Schools and Communities Act Amendments of 1989 and the Drug-Free Workplace Act of 1988.

Excelsior University is committed to providing a learning and working environment that is free from illegal discrimination based upon an individual's race, ethnicity, national origin, age, religion, marital status, familial status, gender, gender identity, sexual orientation, physical or mental disability, genetic information, or military or veteran status. Illegal discrimination in any form will not be tolerated at Excelsior University.

Campus Crime Statistics can be found at the following website: ope.ed.gov/security.

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MISSION STATEMENT

To build and sustain an excellent Graduate School at Excelsior University that:
provides exceptional, efficient, market-oriented programs to students;
is thematically coherent (whole is bigger than parts) and aligns with Excelsior's mission
and values; enhances Excelsior's brand, reputation, and national profile; has a team of
high-performing, professionally fulfilled individuals; and is not only vocationally sound
but intellectually and professionally transformative—a set of programs that produce
leaders and those that aspire to rise.

VISION STATEMENT

The School of Graduate Studies is invested in our students' future.
We offer a transformative, empowering student experience which is
intellectually stimulating and professionally enriching,
delivered by a community of caring experts.

IMPORTANT INFORMATION FOR ALL STUDENTS

Student Policies

Excelsior University student policies are impotant to your academic success. They include important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues.

It is your responsibility to be familiar with these policies. The term "students" includes those currently matriculated at Excelsior University taking examinations and/or courses, non-matriculated students taking examinations and/or courses, non-matriculated students in the application process, individuals using the OneTranscript® service (formerly Credit Bank), formerly matriculated students currently in withdrawn status, and graduates.

The student policies are posted at: https://www.excelsior.edu/policies/students/.

Total Credits

Credits for graduate programs range from 30 to 36 credits. Credits must satisfy the requirements prescribed for each degree program. See the Degrees section starting on page 9 for credit requirements for each specific degree program.

Acceptance of Transfer Credit

Previously completed graduate-level coursework may be used to satisfy the requirements of the graduate degree programs if approved by the faculty. In most instances, graduate credit used toward undergraduate degree requirements will not be accepted in transfer. See individual degree program pages for specific transfer credit policies.

Minimum Academic Average

Graduate students must achieve a minimum grade of C in all Excelsior University courses, and must have a cumulative grade point average (GPA) of 3.0 or better to graduate.

Time to Degree Completion

Excelsior's degree programs are designed to be completed at your own pace. However, a student attending full-time could complete:

▶ an associate degree in two years;

▶ a bachelor's degree in four years; or

▶ a master's degree in two years.

Standardized Testing Participation

As an Excelsior University student, you have a responsibility to participate in standardized tests that may be required during the period of your enrollment. These tests may be in addition to regular coursework and are required to gather critical information on achievement of student learning. You are expected to actively participate and make every effort to do your best on these assessments. One example of this type of test is the Proficiency Profile published by the Educational Testing Service. The results from these assessments will not be part of your grade, but are crucial for program improvement and are frequently required by regulators and accreditors. Participation in these assessments contributes toward increasing the value of your degree by providing evidence of student learning to external organizations, employers, and the general public.

Excelsior University Website

The Excelsior University website (excelsior.edu), provides access to a wealth of information to help you succeed as a student. If you haven't already done so, create a MyExcelsior user account. It will serve as your gateway to a variety of support services and is where you will find up-to-date information about your academic program and receive announcements from Excelsior.

Technology Literacy and Baseline Technology Skills and Resources

Excelsior University defines technology literacy as the ability to identify and responsibly use appropriate technology to communicate, solve problems, access, manage, integrate, evaluate, and create information to improve learning. This will facilitate the ability to acquire new knowledge for lifelong learning in the 21st-century global workplace.

To be successful in online learning, you will need reliable access to a computer with Internet connectivity and be able to use:

▶ a personal computer,

▶ software programs to create, edit, store and print documents,

▶ electronic communication tools, and search and retrieve information from electronic sources to complete assignments and activities,

▶ Excelsior's website to access information and resources, and

▶ Excelsior's learning management system to access learning resources, participate in course discussions, and complete assignments.

In addition, your computer and operating systems must meet some minimal technical requirements as described in the Excelsior University Computer System Requirements.

GRADUATE STUDENT **CAREER COMPETENCIES**

1 DIVERSITY, EQUITY AND INCLUSION

Leaders today operate in both regional and global environments. To be effective leaders in any profession, it is important to understand how social constructions of identity are shaped through cultural, legal, and political practices. Leaders across professions strive to achieve diversity, equity, and inclusion at individual, group, community, institutional, and global levels. Through this competency, students will explore the ways in which power dynamics influence stakeholder groups in a designated profession. Using real-world scenarios, students will examine ways to ensure diversity, inclusion, and equity within organizations and professions through influence of social and political advocacy.

Upon graduation, you will be able to:

1.1. Address the disparities in power, equity, and inclusion that are experienced and perpetuated in society.

2 ETHICAL LEADERSHIP

Effective leaders have a strong sense of ethics and an ability to influence people and positive change because of their strong professional presence. They have a vision for what could be. They identify, implement, and evaluate innovative, inclusive, and practical ethical solutions to a variety of problems. Through this competency, students will hone their skills in making decisions under a variety of circumstances, persuading and influencing strategic change. They will guide diverse stakeholder groups in achieving an organization's mission and vision. As ethical leaders, students will use data, research, analytics, and/or financial information as they challenge assumptions and biases to address harms and injustices.

Upon graduation, you will be able to:

2.1. Apply leadership practices based on evidence that promote ethical and collaborative sustainable change.

2.2. Justify decisions informed by ethical principles and disciplinary standards that address complex issues.

3 INNOVATION

Innovation involves seeking new approaches, processes, technologies, practices, and/or solutions that improve personal, community, and/or organizational performance and well-being. True innovators have the courage to take calculated risks to increase the chances of success. Through this competency, students will address real-world issues and develop creative solutions.

Upon graduation, you will be able to:

3.1. Develop evidence-informed innovative processes, practices, and/or solutions.

3.2. Recommend strategies for leveraging technologies for organizational innovation and improvement.

4 COMMUNICATION

Effective communication and emotional intelligence are vital in the workplace, in our personal lives, and in society. Communication is multifaceted and includes the ability to negotiate, persuade, advocate, argue, inform, educate, and engage diverse groups, individuals, and/or organizations on a variety of issues. Through this competency, students will use real-world experiences and influence others using a variety of skills and modalities.

Upon graduation, you will be able to:

4.1. Confidently and professionally apply multiple methods of effective communication for diverse audiences.

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GRADUATE DEGREES
AT **EXCELSIOR UNIVERSITY**

Degree area key

Business	Health Sciences	Liberal Arts	Public Service	Technology
BUS	HS	LA	PS	TECH

For undergraduate- and graduate-level nursing degree programs, refer to the Excelsior University Nursing Catalog.

MASTER OF
BUSINESS ADMINISTRATION

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DEGREE REQUIREMENTS

CORE COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making

▶ BUS 505 Finance

▶ BUS 506 Marketing

▶ BUS 522 Global Operations and Supply Chain Management

▶ BUS 572 Technology and Project Management

CONCENTRATION REQUIREMENTS
One of the following concentrations must be declared:

▶ **Finance and Accounting**
BUS 500 Accounting for Managers, ACC 504 Corporate Financial Reporting
and Disclosure, ACC 505 Financial Statement Analysis

▶ **Cannabis Control**
CBC 600 Implications of Legalization: Policy and Compliance, CBC 601 Complexities of
Cannabis as Commerce, CBC 602 Risk Assessment in Cannabis Control

▶ **Health Care Management**
BUS 526 Strategic Management of Health Care Organizations, BUS 516 Communication
Strategy for the Health Care Leader, one (1) approved Health Care Management elective

▶ **Human Resource Management**
One elective from each of the following categories:
Staffing and Development, Total Rewards, Maintaining High Performance

▶ **Leadership**
BUS 552 Leadership, BUS 518 Leading Teams, BUS 550 Contingency Planning

▶ **Marketing**
BUS 545 Social Media Marketing, BUS 573, Strategic Brand Marketing,
approved Marketing elective

▶ **General Business**
Three (3) Business electives

Students can seek additional (double or triple) concentrations by taking 3 additional courses
(9 credits per concentration). Additional concentrations are declared after enrollment in the degree
program. Students must add additional concentrations prior to being approved for graduation.

BUS 699 MBA Business Strategy Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Business Administration (MBA) program continues the long-standing Excelsior University model for adult higher education, which recognizes prior learning and enables self-paced study. The MBA is designed to provide a quality education to facilitate career advancement, especially for those who work in middle management positions in business and in other organizations. It emphasizes Ethical Leadership and Decision Making, Design and Development of Corporate Strategy, Multi-Geography/Site Teamwork and Management, and the application of theory to practical situations in all concentration areas, as well as in the general MBA degree. Students are encouraged to build upon their existing work-based knowledge and to share this with others in their courses.

Consistent with Excelsior's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the MBA program allows students to transfer and/or waive up to 15 credits from outside sources. Excelsior offers online courses to fulfill all MBA core requirements, as well as elective and concentration requirements.

Upon admission to the program, each candidate receives an individualized evaluation that indicates which courses the candidate must complete to qualify for the degree. Students can complete the MBA 100 percent online.

Students can seek additional (double or triple) concentrations by taking 3 additional courses (9 credits per concentration). Additional concentrations are declared after enrollment in the degree program. Students must add additional concentrations prior to being approved for graduation.

The Excelsior University MBA is the flexible, accessible, and relevant option for adults who want to enhance their career options and obtain a first-rate graduate education while maintaining family, work, and community obligations.

Specialized Accreditation/Recognition: *The Master of Business Administration is accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Educational Objectives

As an Excelsior University master's-level business graduate, within a few years of graduation, MBA students will learn how to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in lifelong learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

Program (Learning) Outcomes

The Excelsior University MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior University Master in Business Administration program, the graduate will be able to:

1. Apply interdisciplinary leadership practices based on evidence that promotes ethical, and collaborative sustainable change in business. Interdisciplinary outcome *(IACBE KLO: Management & Leadership)*

2. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse, global workforce. Interdisciplinary outcome *(IACBE KLO: Critical Thinking/Problem Solving)*

3. Communicate professionally to diverse audiences and within team environments.

4. Apply business analysis techniques, technologies, and tools to solve problems and support decision making. *(IACBE KLO: Analysis & Technology Utilization)*

5. Formulate business strategies and solutions based on business knowledge and assess their ethical, legal, economic, and global impact. *(IACBE KLOs: Business Knowledge & Business Environment)*

6. Apply strategic management techniques to build an inclusive team environment that supports members in accomplishing strategic goals and innovation. *(IACBE KLO: Teamwork)*

Degree Requirements

Core Courses (24 credits required)

▶ Ethical Leadership (3 credits)
[IND 501 An Interdisciplinary Approach to Ethical Leadership]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
[IND 502 Strategic Talent Management in a Complex World]
▶ Data Driven Decision Making (3 credits)
[IND 503 Data Driven Decision Making]
▶ Managerial Finance (3 credits)
[BUS 505 Finance]
▶ Marketing (3 credits)
[BUS 506 Marketing]
▶ Operations Management (3 credits)
[BUS 522 Global Operations and Supply Chain]
▶ Technology and Project Management (3 credits)
[BUS 572 Technology and Project Management]
▶ Strategy and Policy (capstone) (3 credits)
[BUS 699 MBA Business Strategy Capstone]

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Concentration Requirements
(9 credits required)

Students round out the MBA by selecting a concentration.

Courses from other Excelsior University master's programs may apply here. Contact your advisor for more information.

Concentrations

FINANCE AND ACCOUNTING

The Finance and Accounting concentration is designed to equip graduates with the necessary principles and tools to be successful in management positions in finance, business, management and accounting firms, corporations, government, and nonprofit organizations.

Along with the business knowledge of the MBA, the Finance and Accounting concentration deepens the understanding of financial statement analysis, corporate disclosure, and nonprofit accounting. The program provides the background to sit for the Certified Public Accountant (CPA), Certified Management Accountant (CMA), and Certified Internal Auditor (CIA) examinations.

Concentration Outcomes

Upon completion of an Excelsior University Master of Business Administration with an Finance and Accounting concentration, the graduate will be able to:

1. Apply advanced financial accounting knowledge to corporations, government, and nonprofits.

2. Prepare and evaluate financial statements and reports.

Required Subjects

▶ Accounting for Managers
  [**BUS 500 Accounting for Managers**]
▶ Corporate Financial Reporting and Disclosure
  [**ACC 504 Corporate Financial Reporting and Disclosure**]
▶ Financial Statement Analysis
  [**ACC 505 Financial Statement Analysis**]

CANNABIS CONTROL

The growing cannabis industry is going to impact all aspects of our current societal process. The regulation of cannabis spans from growing, transportation, public health, and city services to new businesses, financing, and supply chains that cross jurisdictional lines. The concentration in Cannabis Control will give students a solid foundation in compliance, risk assessment, and cannabis as commerce. Completing all three of these courses will also earn you a graduate certificate in Cannabis Control on your way to completing your master's degree.

Required Subjects

▶ Policy and Compliance (3 credits)
  [**CBC 600 Implications of Legalization: Policy and Compliance**]
▶ Commerce (3 credits)
  [**CBC 601 Complexities of Cannabis as Commerce**]
▶ Risk Assessment (3 credits)
  [**CBC 602 Risk Assessment in Cannabis Control**]

GENERAL BUSINESS

The General Business concentration allows students to develop a personalized concentration area that spans multiple business concentrations. Students can tailor their concentration to their specific life and career goals, providing them with flexibility in developing their knowledge and skills.

Required Subjects

▶ Business Elective
▶ Business Elective
▶ Business Elective

HEALTH CARE MANAGEMENT

This concentration meets the needs of experienced managers who have completed a baccalaureate degree in a health care/ health services program and strive for additional academic rigor to gain a health care master's degree.

Concentration Outcomes

Upon completion of an Excelsior University Master of Business Administration with a Health Care Management concentration, the graduate will be able to:

1. Manage a diverse workforce providing health care for an increasingly heterogeneous population.
2. Analyze and interpret health care funding and delivery trends to provide recommendations for organizational action.

Required Subjects

▶ Strategic Management of Health Care Organizations
   [**BUS 526 Strategic Management of Health Care Organizations**]
▶ Communication Strategy for the Health Care Leader
   [**BUS 516 Communication Strategy for the Health Care Leader**]
▶ Approved health care management elective

HUMAN RESOURCE MANAGEMENT

The Human Resource Management concentration provides students with 21st-century knowledge and skills required of human resource managers and executives who deal with human performance issues. Students are expected to effectively apply contemporary theories and empirical research to successfully perform key functions in human resource management, including staffing, employee development, employee relations, conflict resolution, and compensation and benefits.

Concentration Outcomes

Upon completion of an Excelsior University Master of Business Administration with a Human Resource Management concentration, the graduate will be able to:

1. Analyze the legal requirements applicable to human resource decisions.
2. Apply human resource management principles to support organizational objectives.

Electives

Students must select one elective course from each of the following categories:

▶ Staffing and Development (3 credits each)
   [**BUS 517 Employee Staffing and Development, BUS 519 Training and Career Development, BUS 554 Change Management**]
▶ Total Rewards (3 credits each)
   [**BUS 512 Compensation and Benefits, BUS 513 International Human Resources, BUS 514 Employment Law**]
▶ Maintaining High Performance (3 credits each)
   [**BUS 515 Labor Relations and Conflict Resolution, BUS 555 Principles and Practices of Performance Improvement, BUS 670 Conflict Management and Alternative Dispute Resolutions**]

LEADERSHIP

The leadership concentration is designed to recognize the unique competencies that today's leaders have gained while overcoming the complexities within their organizations. These innovative characteristics should be recognized by earning a master's degree associated with the leadership aspects within their careers. This program is tailored toward managers desiring to become successful leaders within an organization that demands creativity and innovation to gain success. Each of these individuals is being challenged every day to design creative solutions and develop complex courses of action with direct impacts to the organization's employees and mission. The Leadership concentration is designed to prepare each manager for the multifaceted complexities they will face today and in the future as a leader. A graduate of this program will be able to successfully serve at a senior-level position within one's respective organization and can be routinely called upon as an expert in one's field. This concentration meets the needs of experienced managers who have completed a baccalaureate degree and strive for additional academic rigor to gain a leadership master's degree. It will be especially suited for Excelsior baccalaureate degree graduates who wish to continue graduate studies with Excelsior.

Concentration Outcomes

Upon completion of an Excelsior University Master of Business Administration with a Leadership concentration, the graduate will be able to:

1. Discuss key issues and challenges associated with managing organizational changes.
2. Apply leadership strategies to manage conflicts in the workplace.

Required Subjects

▶ Leading Teams
  [**BUS 518 Leading Teams**]
▶ Contingency Planning
  [**BUS 550 Contingency Planning**]
▶ Approved leadership elective

MARKETING

The Marketing concentration allows students to learn and apply advanced constructs in digital marketing with a focus on brand development, launch, and management. The concentration traverses the private and public sector industries in the application of business-to-business and business-to-consumer centric marketing methods.

Concentration Outcomes

Upon completion of an Excelsior University Master of Business Administration with a Marketing concentration, the graduate will be able to:

1. Discuss key issues and challenges associated with managing digital and global marketing efforts.
2. Apply strategies to manage brand and channel development to benefit the corporations go to market efforts.

Required Subjects

▶ Social Media Marketing
  [**BUS 545 Social Media Marketing**]
▶ Strategic Brand Marketing
  [**BUS 573 Strategic Brand Marketing**]
▶ Approved marketing elective

Policies Specific to the MBA

Policies and procedures that apply specifically to the MBA program are listed on the following pages. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 5 years of the date of enrollment may be used to satisfy the requirements of the MBA program if approved by Excelsior University faculty. Students may transfer up to 15 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full

letter grade. To accept a course that is transferring in with a P grade, the Excelsior department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Maximum Time to Complete the MBA Program

Students pursing the MBA have a maximum of 5 years from the date of enrollment to complete the program.

Foundation Requirements

For students with bachelor's degrees in economics, business, accounting, sports management, human resources, and marketing, there are no foundation requirements.

Bachelor's graduates with other majors will need to successfully complete a uniquely designed and low-cost business school competency refresher in modules covering basic accounting, fundamental economics, and business statistics. These topics are designed to ensure that MBA student are prepared for the graduate business courses in the curriculum.

These fundamental self-paced modules are provided by Peregrine Global Services, an Excelsior University partner. Each module takes approximately 3–5 hours to complete and students need to correctly answer 14 out of 20 questions (70%) in each module assessment to secure a passing grade. Students have two (2) attempts to pass each module.

Students who are registered to take the competency refreshers will be able to take two (2) core MBA courses prior to completing the modules. A student will need to complete the refreshers to take the rest of the curriculum. Should a student decide to not finish the refresher modules or is unsuccessful, they will have the option to switch their enrollment to another Excelsior graduate program.

Program Content and Requirements

Enrolled MBA students work with Excelsior University academic advisors to make degree plans that meet student needs and conform to the academic policies and course requirements of the program. Excelsior advisors help students determine appropriate options for fulfilling course requirements that meet their academic and career objectives, preferred learning styles, and current lifestyles. We believe this diversity of educational alternatives makes our program unique and helps to ensure that additional graduate business education alternatives are provided to populations traditionally underserved by higher education.

The Excelsior University MBA offers diverse options for degree completion through online courses offered by Excelsior and courses offered by Excelsior Preferred Providers. For more information, access the course search feature for enrolled students at the Excelsior University website.

Policy on Second Degrees

Students who have earned an Excelsior University MBA cannot earn a second MBA from Excelsior University. Students who have earned an MBA degree from another institution will not be able to earn an additional MBA from Excelsior. In addition, students who have earned an MS Management from Excelsior, or another institution, can enroll in the Excelsior University MBA program, with a different concentration (General Business is not an option). Excelsior will determine if a student's concentration is substantially similar or different. A maximum of 15 credits from the first degree will be transferable.

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MASTER OF SCIENCE IN
HUMAN RESOURCE MANAGEMENT
WITH AN EMPHASIS IN
DIVERSITY AND TECHNOLOGY

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CREDITS

DEGREE REQUIREMENTS

FOUNDATION COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership
 This course must be taken at Excelsior University and cannot be transferred in.

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making

▶ BUS 501 Business Communications

▶ BUS 514 Employment Law

▶ BUS 517 Employee Staffing and Development

▶ BUS 553 Organizational Behavior

▶ BUS 561 Virtual Training and Development

▶ BUS 562 Virtual Team Management

BUS 697 Human Resource Management, Diversity and Technology Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Human Resource Management with an Emphasis in Diversity and Technology program is structured using an interdisciplinary framework in keeping with research that suggests complex human management issues are interdisciplinary in nature, and human resource leaders must be knowledgeable about leading individuals and teams within an interdisciplinary environment. Human resource management is a multidisciplinary organizational function that draws research and theories from several fields of study, including management, psychology, and economics. This degree program integrates legal, management, and social science research with an action learning-based approach toward executive-level leadership education.

This graduate degree program emphasizes diversity and technology and will train students to lead strategically and decisively across all functions of human resources in organizations, including recruitment and selection, training and development, performance appraisals, health and safety, labor relations, and communications. Graduates are prepared to fulfill senior and executive positions in human resources in the private, public and non-for profits sectors. Our students will create value for their stakeholders and our society at large, all while leading organizations through complex challenges.

Program Outcomes

Upon completion of the Master of Science in Human Resource Management with an Emphasis in Diversity and Technology program, the graduate will be able to:

1. Analyze how different HR functional areas within a global business organization affect its strategic direction.

2. Utilize the challenges of managing a distributed workforce as an opportunity for increased and improved workforce communication and team building.

3. Apply legal and compliance issues in managing a distributive workforce.

4. Address the disparities in power, equity, and inclusion that are experienced and perpetuated in society.

5. Apply leadership practices based on evidence that promote ethical and collaborative sustainable change.

6. Justify decisions informed by ethical principles and disciplinary standards that address complex issues.

7. Develop evidence-informed innovative processes, practices, and/or solutions.

8. Confidently and professionally apply multiple methods of effective communication for diverse audiences.

Program Requirements (30 credits)

The Master of Science in Human Resource Management with Emphasis in Diversity and Technology requires a minimum of 30 graduate-level credits, with 10 required courses.

▶ Ethical Leadership (3 credits)
[**IND 501 An Interdisciplinary Approach to Ethical Leadership**]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
[**IND 502 Strategic Talent Management in a Complex World**]

▶ Decision Making (3 credits)
[**IND 503 Data Driven Decision Making**]

▶ Business Communications (3 credits)
[**BUS 501 Business Communications**]

▶ Employment Law (3 credits)
[**BUS 514 Employment Law**]

▶ Staffing and Development (3 credits)
[**BUS 517 Employee Staffing and Development**]

▶ Organizational Behavior (3 credits)
[**BUS 553 Organizational Behavior**]

▶ Virtual Training and Development (3 credits)
[**BUS 561 Virtual Training and Development**]

▶ Virtual Team Management (3 credits)
[**BUS 562 Virtual Team Management**]

▶ Management, Diversity and Technology Capstone (3 credits)
[BUS 697 Human Resource Management, Diversity and Technology Capstone]

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Policies Specific to the MS in Human Resource Management with an Emphasis in Diversity and Technology

Policies and procedures that apply specifically to the MS in Human Resource Management with an Emphasis in Diversity and Technology program are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the MS in Human Resource Management with an Emphasis in Diversity and Technology program if approved by Excelsior University. Students may transfer up to 15 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer. Excelsior does not use plus (+) or minus (-), so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department\faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Maximum Time to Complete the MS in Human Resource Management with an Emphasis in Diversity and Technology

Students pursing the MS in Human Resource Management with an Emphasis in Diversity and Technology have a maximum of five years from the date of enrollment to complete the program.

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MASTER OF SCIENCE IN
MANAGEMENT

30 CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ BUS 501 Business Communication

▶ BUS 502 Global Business Environments

▶ BUS 530 Project Management Principles and Application

▶ BUS 553 Organizational Behavior

CONCENTRATION COMPONENT
One of the following concentrations must be declared:

▶ General Business Management
Management electives (choose three).

▶ Human Resource Management
Choose one elective from each of the following categories:
Staffing and Development, Total Rewards, Maintaining High Performance

▶ Organizational Leadership
BUS 552 Leadership, BUS 554 Change Management, BUS 671 Mediation

BUS 698 Management Strategies Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Management is a 30-semester-hour professional degree intended for those who desire to advance their career in the business, nonprofit, military, or government sector. This interdisciplinary program focuses on leadership, organizational behavior, change management, global business environment, and conflict management to enable the participant to build a strong foundation to qualify for an organizational leadership or management role. The program integrates theory, case study, and practice to prepare the participant to grow both their personal and organizational leadership and motivational abilities. Progressive and growing organizations are in constant demand of candidates who possess advanced leadership and project management knowledge and skills obtainable through Excelsior University's Master of Science in Management.

Consistent with Excelsior University's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the MS in Management program allows students to transfer up to 15 credits from outside sources. Excelsior offers online courses to fulfill all core requirements for the degree. Upon admission to the program, each candidate receives an individualized evaluation that indicates which courses the candidate must complete to qualify for the degree.

The Excelsior University Master of Science in Management is the flexible, accessible, and relevant option for adults who want to enhance their career options and obtain a first-rate graduate education while maintaining family, work, and community obligations.

Specialized Accreditation/Recognition: *The Master of Science in Management is accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Educational Objectives

As an Excelsior University master's-level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in life-long learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

Program Outcomes

Upon successful completion of the Excelsior University Master of Science in Management program, the graduate will be able to:

1. Apply interdisciplinary leadership practices based on evidence that promotes ethical, and collaborative sustainable change in business.
2. Evaluate different methods and strategies used to develop individuals and manage teams in multiple settings.
3. Analyze how different functional areas within a global business organization affect its strategic direction.
4. Apply project management tools and techniques in a business environment.
5. Create sustained and coherent arguments to summarize work for both internal (e.g., management, peers, subordinates) and external audiences.
6. Apply interdisciplinary leadership practices based on evidence that promotes ethical, and collaborative sustainable change in business.
7. Generate solutions to business problems through the use of information technologies.
8. Integrate theory and practice for the purpose of strategic analysis.
9. Evaluate individual strengths and weaknesses with the desire to update skills and continuously improve.

Degree Requirements

The Master of Science in Management requires a minimum of 30 graduate-level credits, with 10 required courses.

Core Courses

- ▶ Ethical Leadership (3 credits)
  [IND 501 An Interdisciplinary Approach to Ethical Leadership]

IND 501 must be taken through Excelsior University and cannot be transferred in.

- ▶ Strategic Talent Management (3 credits)
  [IND 502 Strategic Talent Management in a Complex World]
- ▶ Organizational Communication (3 credits)
  [BUS 501 Business Communication]
- ▶ Managing Global Environments (3 credits)
  [BUS 502 Global Business Environments]
- ▶ Project Management (3 credits)
  [BUS 530 Project Management Principles and Application]
- ▶ Organizational Behavior (3 credits)
  [BUS 553 Organizational Behavior]
- ▶ Strategy and Policy (capstone) (3 credits)
  [BUS 698 Management Strategies Capstone]

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Concentration/Options

Students round out the Master of Science in Management by selecting a concentration or option. Courses from other Excelsior University master's programs may apply here. Contact your academic advisor for more information.

HUMAN RESOURCE MANAGEMENT

The Human Resource Management concentration provides students with the knowledge and skills required of human resource managers who deal with human capital issues, challenges, and opportunities on a daily basis. The students are expected to effectively apply contemporary theories and applications to successfully perform several key functions in human resource management, including staffing, employee development, labor relations, conflict resolutions, compensation, and benefits.

Concentration Outcomes

Upon completion of an Excelsior University Master of Science in Management with a Human Resource Management concentration, the graduate will be able to:

1. Analyze the legal requirements applicable to human resource decisions.
2. Apply human resource management principles to support organizational objectives.

Required Subjects

Students must select one course from each of the following required categories:

- ▶ Staffing and Development (3 credits each)
  [BUS 517 Employee Staffing and Development, BUS 554 Change Management]
- ▶ Total Rewards (3 credits each)
  [BUS 512 Compensation and Benefits, BUS 513 International Human Resources, BUS 514 Employment Law]
- ▶ Maintaining High Performance (3 credits each)
  [BUS 515 Labor Relations and Conflict Resolution, BUS 555 Principles and Practices of Performance Improvement, BUS 670 Conflict Management and Alternative Dispute Resolutions]

ORGANIZATIONAL LEADERSHIP

The Organizational Leadership concentration is designed to recognize the unique competencies that today's leaders have gained, while overcoming the complexities within their organizations. These innovative characteristics should be recognized by earning a master's degree associated with the leadership aspects within their careers. This program is tailored toward managers desiring to become successful leaders within an organization that demands creativity and innovation to gain success. Each of these individuals is being challenged every day to design creative solutions and develop complex courses of action with direct impacts to the organization's employees and mission. The Organizational Leadership concentration is designed to prepare each manager for the multifaceted complexities they will face today and in the future as a leader. A graduate of this program will be able to successfully serve at a senior-level position within one's respective organization and can be routinely called upon as an expert in one's field. This concentration meets the needs of experienced managers who have completed a baccalaureate degree and strive for additional academic rigor to gain a leadership master's degree. It will be especially suited for Excelsior University baccalaureate degree graduates who wish to continue graduate studies with Excelsior.

Concentration Outcomes

Upon completion of an Excelsior University Master of Science in Management with an Organizational Leadership concentration, the graduate will be able to:

1. Discuss key issues and challenges associated with managing organizational changes.
2. Apply leadership strategies to manage conflicts in the workplace.

Required Subjects

▶ Mediation
  [**BUS 671 Mediation**]

▶ Leadership
  [**BUS 552 Leadership**]

▶ Change Management
  [**BUS 554 Change Management**]

GENERAL BUSINESS MANAGEMENT OPTION

The General Business option is designed for students seeking more flexibility in their degree program. Selecting the this concentration allows students to choose three business electives that span multiple discipline areas in the field business management, helping students tailor a program and develop broad-based skills.

Required Subjects

▶ 9 credits in management elective

Policies Specific to the MSM

Policies and procedures that apply specifically to the MSM program are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Maximum Time to Complete the Master of Science in Management Program

Students pursuing the Master of Science in Management have a maximum of five years to complete the program from the date of enrollment.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the MSM program if approved by Excelsior University faculty. Students may transfer up to 15 credits. Excelsior will required a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department\faculty member issuing the P grade must verify that it is equivalent to a B- or better.

MASTER OF SCIENCE IN
ORGANIZATIONAL LEADERSHIP
WITH AN EMPHASIS IN
TECHNOLOGY AND DATA ANALYTICS

30
CREDITS

DEGREE REQUIREMENTS

FOUNDATION COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership
This course must be taken at Excelsior University and cannot be transferred in.

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making

▶ CYS 500 Foundations of Cyber Security

▶ BUS 530 Project Management

▶ BUS 540 Strategic Management of Innovative Technology

▶ BUS 553 Organizational Behavior

▶ BUS 563 Data Analytics

▶ BUS 564 Big Data and Visualization

BUS 696 Organizational Leadership, Technology and Analytics Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Organizational Leadership with an Emphasis in Technology and Data Analytics program provides students with the skills required to address the emerging need for leaders to incorporate technology within all aspects of the modern organization to solve the challenges facing leaders today. The program emphasizes technology and data analytics, and graduates of this degree program are equipped to effectively lead organizations through the technology and data-driven transformations rapidly occurring in the workforce. The program is structured using an interdisciplinary framework, which is based upon the recognition that complex challenges are interdisciplinary in nature and successful leadership within the 21st century requires a firm grasp leading across sectors. The primary challenges impacting organizations today are COVID-19 and the economic downturn, which have exponentially increased the need for innovation, and the importance of big data and analytics to drive strategy.

Program Outcomes

Upon successful completion of the Master of Science in Organizational Leadership with an Emphasis in Technology and Data and Analytics, the graduate will be able to:

1. Apply interdisciplinary leadership practices that promote ethical and collaborative change within the workforce.

2. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse/global workforce.

3. Analyze organizational behavior, culture, and human resources management information to generate strategic decision-making and initiate sustainable change.

4. Implement project and process management techniques to manage teams and innovative projects.

5. Utilize data analytics, big data, and visualizations to communicate effectively with stakeholders throughout the organization.

Program Requirements (30 credits)

The Master of Science in Organizational Leadership with an Emphasis in Technology and Data Analytics requires a minimum of 30 graduate-level credits, with 10 required courses.

▶ Ethical Leadership (3 credits)
[**IND 501 An Interdisciplinary Approach to Ethical Leadership**]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
[**IND 502 Strategic Talent Management in a Complex World**]

▶ Decision Making (3 credits)
[**IND 503 Data Driven Decision Making**]

▶ Foundations of Cyber Security (3 credits)
[**CYS 500 Foundations of Cyber Security**]

▶ Project Management (3 credits)
[**BUS 530 Project Management**]

▶ Strategic Management of Innovative Technology (3 credits)
[**BUS 540 Strategic Management of Innovative Technology**]

▶ Organizational Behavior (3 credits)
[**BUS 553 Organizational Behavior**]

▶ Data Analytics (3 credits)
[**BUS 563 Data Analytics**]

▶ Data and Visualization (3 credits)
[**BUS 564 Big Data and Visualization**]

▶ Organizational Leadership, Technology and Analytics Capstone (3 credits)
[**BUS 696 Organizational Leadership, Technology and Analytics Capstone**]

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Policies Specific to the MS in Organizational Leadership with an Emphasis in Technology and Data Analytics

Policies and procedures that apply specifically to the MS in Organizational Leadership with an Emphasis in Technology and Data Analytics are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the MS in Organizational Leadership with an Emphasis in Technology and Data Analytics program if approved by Excelsior University. Students may transfer up to 15 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer. Excelsior does not use plus (+) or minus (-), so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department\faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Maximum Time to Complete the MS in Organizational Leadership with an Emphasis in Technology and Data Analytics

Students pursuing the MS in Organization Leadership with an Emphasis in Technology and Data Analytics have a maximum of five years from the date of enrollment to complete the program.

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MASTER OF SCIENCE IN
HEALTHCARE ADMINISTRATION

36
CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT
▶ IND 501 An Interdisciplinary Approach to Ethical Leadership
▶ IND 502 Strategic Talent Management in a Complex World
▶ HSC 516 Communication Strategy for the Health Care Leader
▶ HSC 517 Contemporary Issues in Health Care Delivery Systems
▶ HSC 525 Informatics for Health Care Leaders
▶ HSC 528 Health Care Finance
▶ HSC 561 Quality Management in Health Care

HEALTH SCIENCE ELECTIVE REQUIREMENT (3 credits)

CONCENTRATION COMPONENT
▶ General
Any nine (9) graduate-level credits supportive of health care administration.

HSC 698 MS in Health Care Administration Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Health Care Administration prepares working adults to become leaders in the healthcare field. This degree equips people seeking promotional opportunities and those seeking a new career in the rapidly growing healthcare administration field to be ethical leaders and data driven decision makers around critical aspects of individual and community health care. Our courses provide students with knowledge and skills in quality improvement, patient safety, removing health disparities, ensuring sound financial management, leading technological innovations, human resources and talent management, and project management. Graduates work in a wide array of areas, including healthcare systems, hospitals, outpatient clinics, health departments, government, research and development, and consulting.

   This degree program is highly experiential. Students learn through doing. Coursework includes case study analysis, projects that reinforce learning and prepare students for what is expected in their careers, and simulations that are highly relevant in today's healthcare settings. The program consists of a 24-credit core component, a 9-credt concentration component, a 3-credit elective, and a 3-credit capstone.

Program Outcomes

Upon completion of the program, the graduate will be able to:

1. Execute effective communication strategies within the health care environment and with external stakeholders.
2. Apply interdisciplinary leadership practices based on evidence that promotes ethical, and collaborative sustainable change in the healthcare sector.
3. Apply principles of risk management and quality improvement to achieve desired outcomes.
4. Implement financial management strategies commonly used by healthcare leaders.
5. Analyze contemporary issues impacting the health care environment.
6. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse workforce.

Program Requirements (36 credits)

Graduate Health Science Core (24 credits)

▶ Ethical Leadership (3 credits)
   [IND 501 An Interdisciplinary Approach to Ethical Leadership]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
   [IND 502 Strategic Talent Management in a Complex World]
▶ Communication Strategy (3 credits)
   [HSC 516 Communication Strategy for the Health Care Leader]
▶ Contemporary Issues (3 credits)
   [HSC 517 Contemporary Issues in Health Care Delivery Systems]
▶ Informatics (3 credits)
   [HSC 525 Informatics for Health Care Leaders]
▶ Finance (3 credits)
   [HSC 528 Health Care Finance]
▶ Quality Management (3 credits)
   [HSC 561 Quality Management in Health Care]

MASTER OF SCIENCE IN HEALTHCARE ADMINISTRATION

Elective Requirement (3 credits)

Concentration

GENERAL TRACK (9 credits)

Any 9 graduate-level credits supportive of Health Care Administration. Students are required to complete a compilation of graduate-level coursework from health sciences fields. This will include Excelsior University graduate courses as well as approved courses transferred in from other institutions.

Graduate Health Sciences Capstone (3 credits)

▶ **HSC 698 MS in Health Care Administration Capstone** may be taken when students are in their final trimester and have completed at least 30 credits, including all core courses.

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Policies Specific to the Master of Science in Health Care Administration

Maximum Time to Complete

▶ Maximum of five years to complete

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of date of enrollment may be used to satisfy the requirements of the program if approved by Excelsior University faculty. Students may transfer up to 18 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

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MASTER OF SCIENCE IN
HEALTH SCIENCES

36
CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making
OR PBH 592 Biostatistics (as part of the Public Health Specialization)

▶ HSC 510 Health Care Policy, Politics, and Power

▶ HSC 517 Contemporary Issues in Health Care Delivery Systems

▶ HSC 525 Informatics for Healthcare Leaders

CONCENTRATION COMPONENT
One of the following concentrations must be declared:

▶ General Concentration
Student must complete fifteen (15) credits from among the Health Sciences courses.

▶ Public Health
PBH 603 Behavioral Health and Social Environment, PBH 604 Epidemiology, PBH 609 Critical Issues in Public Health, PBH 613 Program Planning and Evaluation for Public Health, PBH 647 Vulnerable Populations

▶ Cannabis Control
CBC 600 Implications of Legalization: Policy and Compliance, CBC 601 Complexities of Cannabis as Commerce, CBC 602 Risk Assessment in Cannabis Control, HSC 516 Communications Strategies for the Healthcare Leader, and:
PBH 647 Vulnerable Populations **OR** PBH 609 Critical Issues in Public Health **OR** BUS 554 Change Management

HSC 697 Graduate Health Sciences Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The **Master of Science in Health Sciences** prepares working adults to become leaders in the healthcare and public health fields. This degree equips to be ethical leaders and data driven decision makers around critical aspects of individual and population health care. Our courses provide students with knowledge and skills in communication with a wide array of stakeholder groups, particularly around ethical leadership, data-driven decision making, and actively working to promote diversity, equity, and inclusion across the health and public health systems. Students acquire foundational knowledge in research, healthcare policy, advocacy, and applying the social determinants of health in their professional lives.

This degree program is highly experiential. Students learn through doing. Coursework includes case study analysis, projects that reinforce learning and prepare students for what is expected in their careers, and simulations that are highly relevant in today's healthcare settings. The program consists of an **18-credit core component**, a **15-credit concentration component**, and a **3-credit capstone**.

Students have the opportunity to choose from three concentrations: **Public Health, Cannabis Control** and a **No Concentration** option.

The **Public Health Concentration** is designed for students interested in developing specialized skills to address existing and emerging population health issues. The field of public health is highly interdisciplinary in nature and attracts students with various professional backgrounds with one common goal—improving the health of populations. Students are introduced to the five overarching disciplines that make up public health, each through an equity lens: behavioral science and public health education, epidemiology, biostatistics, environmental health, and health services administration. This concentration also leads to a graduate certificate.

Program Outcomes

Upon completion of the Master of Science in Health Sciences program, graduates will be able to:

1. Demonstrate proficiency in using multiple strategies of communication to convey complex thoughts and ideas.
2. Use research findings to explain and direct the resolution of practice-related issues and challenges.
3. Apply interdisciplinary leadership practices based on evidence that promotes ethical, collaborative, and sustainable change in the healthcare sector.
4. Evaluate healthcare policies and delivery systems to advance professional practice.
5. Analyze new and emerging trends within the health care industry.
6. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse workforce.

Program Requirements (36 credits)

Health Science Core (18 credits)

▶ Ethical Leadership (3 credits)
[**IND 501 An Interdisciplinary Approach to Ethical Leadership**]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
[**IND 502 Strategic Talent Management in a Complex World**]
▶ Decision Making (3 credits)
[**IND 503 Data Driven Decision Making** or **PBH 592 Biostatistics** (3 credits)]

PBH 592 Biostatistics is required for the Public Health Specialization.

▶ **HSC 510 Health Care Policy, Politics, and Power** (3 credits)
▶ **HSC 517 Contemporary Issues in Health Care Delivery Systems** (3 credits)
▶ **HSC 525 Informatics for Healthcare Leaders** (3 credits)

Concentrations

PUBLIC HEALTH CONCENTRATION
(15 credits)

- ▶ **PBH 603 Behavioral Health and Social Environment** (3 credits)
- ▶ **PBH 604 Epidemiology** (3 credits)
- ▶ **PBH 609 Critical Issues in Public Health** (3 credits)
- ▶ **PBH 613 Program Planning and Evaluation for Public Health** (3 credits)
- ▶ **PBH 647 Vulnerable Populations** (3 credits)

Concentration Outcomes

- ▶ Apply an epidemiological framework to public health issues.
- ▶ Examine the influence of social determinants of health on populations.
- ▶ Develop evidence-based strategies to address public health issues.

GENERAL CONCENTRATION (15 credits)

Students are required to complete a compilation of graduate-level coursework from health sciences fields. This will include Excelsior University graduate courses as well as approved courses transferred in from other institutions.

CANNABIS CONTROL (15 credits)

The growing cannabis industry is going to impact all aspects of our current societal process. The regulation of cannabis spans from growing, transportation, public health, and city services to new businesses, financing, and supply chains that cross jurisdictional lines. The concentration in Cannabis Control will give students a solid foundation in compliance, risk assessment and cannabis as commerce. Completing all three of these courses will also get you a graduate certificate in Cannabis Control on your way to completing your Master's Degree.

Required Subjects

- ▶ Policy and Compliance (3 credits) [**CBC 600 Implications of Legalization: Policy and Compliance**]
- ▶ Commerce (3 credits) [**CBC 601 Complexities of Cannabis as Commerce**]
- ▶ Risk Assessment (3 credits) [**CBC 602 Risk Assessment in Cannabis Control**]
- ▶ Communications Strategies for the Healthcare Leader (3 credits) [**HSC 516 Communications Strategies for the Healthcare Leader**]
- ▶ Three credits in approved concentration courses

Graduate Health Sciences Capstone
(3 credits)

HSC 697 Graduate Health Sciences Capstone may be taken when students are in their final trimester and have completed at least 30 credits, including all core courses.

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Policies Specific to the Master of Science in Health Sciences

Maximum Time to Complete

▶ Maximum of five years to complete

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of date of enrollment may be used to satisfy the requirements of the program if approved by Excelsior University faculty. Students may transfer up to 18 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

MASTER OF
PUBLIC ADMINISTRATION

30 CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making

▶ MPA 500 Introduction to Public Administration Theory & Practice

▶ MPA 502 Public Management in a Political Environment

▶ MPA 511 Public Budgeting and Financial Management

CONCENTRATION REQUIREMENTS
One of the following concentrations must be declared:

▶ General Concentration
Select nine (9) credits from the following:
ADR 671 Mediation, BUS 501 Business Communications, BUS 515 Labor Relations and Conflict Resolution, BUS 516 Communication Strategy For The Health Care Leader, BUS 552 Leadership, BUS 554 Change Management, MCJ 622 Grant Writing, MCJ 651 Overview Of Homeland Security and Emergency Management, MPA 651 Contemporary Issues in Nonprofit Management, PBH 609 Critical Issues in Public Health

▶ Cannabis Control
CBC 600 Implications of Legalization: Policy and Compliance, CBC 601 Complexities of Cannabis as Commerce, CBC 602 Risk Assessment in Cannabis Control

MPA 698 Capstone in Public Administration
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Public Administration (MPA) program is designed to teach students the fundamentals of working in the public and nonprofit sectors. Focusing on management and administration, the courses provide students with an understanding of leadership development, nonprofit management, personnel and talent management, economics, data driven decision-making, strategic management, and technology management. Developing ethical leaders in government and nonprofit sectors is a major focus of the MPA. Students come from a variety of backgrounds, including management, political science, psychology, sociology, economics, and health care. They must have a desire to serve their communities through their nonprofit or public sector careers.

The degree helps students develop analytical, decision-making, and leadership skills and prepares them for leadership positions in government and nonprofit organizations. The program is an innovative, online, applied graduate program that produces public service leaders who are skilled, ethical, act as key influencers, and work toward the well-being of society.

Program Outcomes

A graduate of the program will be able to:

1. Interpret and analyze data to formulate and influence decision-making.
2. Evaluate financial data and budgets to make sound fiscal decisions for the public sector.
3. Assess the use of technology to assist in solving complex problems and optimizing resources in the public sector.
4. Apply interdisciplinary leadership practices based on evidence that promotes ethical, and collaborative sustainable change in the public sector.
5. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse/global workforce.
6. Apply effective communication techniques to address issues and multiple paths for solutions.

Degree Requirements

The Master of Public Administration (MPA) program requires 30 credits (semester hours) of interdisciplinary study. All students take 18 credits of core courses, which provide students with graduate-level understanding of public administration. Students must also complete 9 credits of elective or concentration courses and a 3-credit capstone course at the end of the program.

Core Courses (18 credits)

These courses provide students with an overall education in public administration at the graduate level.

▶ Ethical Leadership (3 credits)
  [IND 501 An Interdisciplinary Approach to Ethical Leadership]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
  [IND 502 Strategic Talent Management in a Complex World]
▶ Decision Making (3 credits)
  [IND 503 Data Driven Decision Making]
▶ Public Administration (3 credits)
  [MPA 500 Introduction to Public Administration Theory and Practice]
▶ Public Management (3 credits)
  [MPA 502 Public Management in a Political Environment]
▶ Public Budgeting (3 credits)
  [MPA 511 Public Budgeting and Financial Management]

MASTER OF PUBLIC ADMINISTRATION

Concentration Requirements
(9 credits required)

Students can either opt for a General Concentration option or a concentration in Cannabis Control.

Capstone (3 credits)

The capstone can only be taken when all other requirements for the MPA are completed.

▶ **MPA 698 Capstone in Public Administration**

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Concentrations

CANNABIS CONTROL

The growing cannabis industry is going to impact all aspects of our current societal process. The regulation of cannabis spans from growing, transportation, public health, and city services to new businesses, financing, and supply chains that cross jurisdictional lines. The concentration in Cannabis Control will give students a solid foundation in compliance, risk assessment and cannabis as commerce. Completing all three of these courses will also get you a graduate certificate in Cannabis Control on your way to completing your Master's Degree.

Required Subjects

▶ Policy and Compliance (3 credits)
[CBC 600 Implications of Legalization: Policy and Compliance]

▶ Commerce (3 credits)
[CBC 601 Complexities of Cannabis as Commerce]

▶ Risk Assessment (3 credits)
[CBC 602 Risk Assessment in Cannabis Control]

Policies Specific to the Master of Public Administration

Policies and procedures that apply specifically to the Master of Public Administration program are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Maximum Time to Complete

Students pursing the MPA have a maximum of five years from the date of enrollment to complete the program.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the MPA program if approved by Excelsior University faculty. Students may transfer up to 15 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Students are subject to the degree requirements in effect at the time of their enrollment or program/degree transfer (program transfer refers to change from one school to another; degree transfer refers to changing degrees within the same school).

The faculty reserves the right to make changes in curricular requirements as necessary to reflect current professional practice. Changes may affect both matriculated and prospective students. It is the students' responsibility to keep informed of such changes. The school will make every effort to inform students of changes as they occur. Current information about degree requirements is posted on the website. Information about changes to degree requirements is also made available on the website.

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MASTER OF SCIENCE IN
CRIMINAL JUSTICE

30
CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ IND 503 Data Driven Decision Making

▶ MCJ 518 Comparative Justice

▶ MCJ 522 The Pillars of Criminal Justice

▶ MCJ 530 Legal and Constitutional Issues

CONCENTRATION COMPONENT
Select one concentration from the following:

▶ Non-Concentration
Select nine (9) credits from the following: MCJ 630 Risk Assessment in Homeland Security, MCJ 650 Terrorism and Counterterrorism, MCJ 651 Overview: Homeland Security & Emergency Management, MCJ 652 Mental Health Issues in Criminal Justice, MCJ 660 Human Trafficking

▶ Cannabis Control
CBC 600 Implications of Legalization: Policy and Compliance, CBC 601 Complexities of Cannabis as Commerce, CBC 602 Risk Assessment in Cannabis Control

▶ Homeland Security And Emergency Management
MCJ 630 Risk Assessment in Homeland Security, MCJ 650 Terrorism and Counter Terrorism, MCJ 651 Overview: Homeland Security and Emergency Management

MCJ 698 Criminal Justice Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Criminal Justice program prepares working adults to be leaders in criminal justice and or homeland security and emergency management. Graduates of this are able to apply their knowledge of criminology and crime causation theories to their workplace, organizations, and or communities. Core coursework for this program teaches students how to address legal and ethical dilemmas in the workplace, how to conduct valid research and analyze crime statistics, as well as develop effective crime-fighting strategies based on your findings. The program has students engaged in conducting criminal justice research projects where they write data-driven reports that can be used to create new or improved public policies. This program is built for students to learn it today and use it tomorrow. It culminates in a comprehensive capstone course in which students identify, research, and present resolutions to issues in their workplace, organization or community that demonstrate their competency in the field. We are proud to offer you the chance to learn from, network with, and study with experts in the fields of law, criminal justice and government.

The Master of Science in Criminal Justice requires 30 credits (semester hours) of interdisciplinary study in criminal justice divided between the core requirements and concentration. All students take 18 credits of core courses and a 3-credit capstone at the end of the program.

Program Outcomes

Students who complete the master's in criminal justice will be able to:

▶ Appraise a societal issue using criminal theory and policy through the lenses of the three pillars of criminal justice.
▶ Compare justice systems globally to apply best practices to bring societal order.
▶ Analyze a situation by interpreting data to make a decision or recommendation to resolve the situation.
▶ Interpret the constitution and legal implications as they apply to issues facing stakeholder in the criminal justice system.
▶ Apply interdisciplinary leadership practices based on evidence that promotes ethical and collaborative sustainable change in criminal justice
▶ Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse/global workforce.

Master's Degree Requirements

Core Courses (18 credits)

These courses provide students with an overall education in criminal justice at the graduate level. Students may take these courses in any order, except for statistics and research methods. Students should successfully complete the statistics class before they can take research methods.

▶ Ethical Leadership (3 credits)
[IND 501 An Interdisciplinary Approach to Ethical Leadership]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits)
[IND 502 Strategic Talent Management in a Complex World]
▶ Decision Making (3 credits)
[IND 503 Data Driven Decision Making]
▶ MCJ 518 Comparative Justice
▶ MCJ 522 The Pillars of Criminal Justice
▶ MCJ 530 Legal & Constitutional Issues

Concentrations

CANNABIS CONTROL

The growing cannabis industry is going to impact all aspects of our current societal process. The regulation of cannabis spans from growing, transportation, public health, and city services to new businesses, financing, and supply chains that cross jurisdictional lines. The concentration in Cannabis Control will give students a solid foundation in compliance, risk assessment and cannabis as commerce. Completing all three of these courses will also get you a graduate certificate in Cannabis Control on your way to completing your Master's Degree.

Required Subjects

▶ Policy and Compliance (3 credits) **[CBC 600 Implications of Legalization: Policy and Compliance]**

▶ Commerce (3 credits) **[CBC 601 Complexities of Cannabis as Commerce]**

▶ Risk Assessment (3 credits) [CBC 602 Risk Assessment in Cannabis Control]

Outcomes for the Concentration

Students who complete the master's in criminal justice with a concentration in cannabis control will be able to:

1. Recommend strategies to ensure regulatory compliance in a rapidly evolving regulatory landscape.

2. Create workforce development and public health system responses to cannabis legalization that promote social equity.

3. Conduct risk assessment in communities where cannabis has been legalized.

4. Recommend strategies for ensuring consistent product quality and safe reliable supply chains at local, state, federal, and international levels.

HOMELAND SECURITY AND EMERGENCY MANAGEMENT CONCENTRATION

This concentration provides students with an in-depth understanding of homeland security and emergency management as they relate to criminal justice. Courses examine domestic and international issues and trends and their impact on criminal justice. Students who decide to complete this concentration will need to complete a minimum of 9 credits in this subject area.

Outcomes for the Concentration

Students who complete the master's in criminal justice with a concentration in homeland security will be able to:

1. Analyze and evaluate contemporary homeland security issues as they relate to criminal justice based on an understanding of the domestic and international processes affecting homeland security.

2. Construct an argument for the relationship between the current theories of emergency management and their practical application within the American Criminal Justice System.

3. Evaluate risks associated with human-caused, natural, and technological disasters through a myriad of risk management approaches, including best practices used by the homeland security enterprise.

Concentration Requirements (9 credits)

Students must complete 9 credits in their concentration.

Non-concentration (9 credits of the following)

▶ **MCJ 616 Corrections**

▶ **MCJ 618 Law Enforcement**

▶ **MCJ 626 Overview of Justice Administration**

▶ **MCJ 630 Risk Assessment in Homeland Security**

▶ **MCJ 640 Crisis Management in a Public Forum**

▶ **MCJ 650 Terrorism and Counterterrorism**

- ▶ **MCJ 651 Overview: Homeland Security
  & Emergency Management**
- ▶ **MCJ 652 Mental Health Issues in
  Criminal Justice**
- ▶ **MCJ 660 Human Trafficking**
- ▶ **ADR 672 Arbitration**

Homeland Security and Emergency Management
(9 credits of the following)

- ▶ **MCJ 650 Terrorism and Counter
  Terrorism**
- ▶ **MCJ 651 Overview: Homeland Security
  and Emergency Management**
- ▶ **MCJ 630 Risk Assessment in Homeland
  Security**

Capstone (3 credits)

The capstone course must be completed last,
after all other program requirements have
been met.

- ▶ **MCJ 698 Criminal Justice Capstone**

The capstone course is required. It must be taken through
Excelsior University and cannot be transferred in.

Policies Specific to the Master of Science in Criminal Justice

Policies and procedures that apply specifi-
cally to the Master of Science in Criminal
Justice program are listed in the following
section. All policies can be found in their
entirety within the student policy section of
the Excelsior University website.

Acceptance of Transfer Credit

Graduate-level coursework that has been com-
pleted within five years of the date of enrollment
may be used to satisfy the requirements of the
Master of Science in Criminal Justice program
if approved by Excelsior University faculty.
Students may transfer up to 15 credits. Excelsior
will require a minimum grade of B- for any
approved graduate course accepted for transfer
credit. Excelsior University does not use pluses
or minuses, so such grades will be converted
to the full letter grade. To accept a course that
is transferring in with a P grade, the Excelsior
department/faculty member issuing the P grade
must verify that it is equivalent to a B- or better.

Maximum Time to Complete

Students pursing the Master of Science in
Criminal Justice have a maximum of five
years from the date of enrollment to com-
plete the program.

MASTER OF SCIENCE IN
CYBERSECURITY

30
CREDITS

DEGREE REQUIREMENTS

CORE REQUIREMENTS

▶ IND 501 An Interdisciplinary Approach to Ethical Leadership

▶ IND 502 Strategic Talent Management in a Complex World

▶ CYS 500 Foundations of Cybersecurity

▶ CYS 504 Network and Communication Security

▶ CYS 528 Legal and Compliance

▶ CYS 560 Information Assurance

CONCENTRATION REQUIREMENTS
One of the following concentrations must be declared:

▶ Non-Concentration
Students must complete nine (9) credits from among the following courses:
CYS 523 Software Applications and Security, CYS 526 Cyber Attacks and Defense, CYS 586 Digital Forensics and Investigations, CYS 565 Security Management Awareness, CYS 575 IT Risk Analysis and Management, CYS 577 Global Cybersecurity, CYS 610 Cloud and Data Security

▶ Information Assurance
CYS 523 Software and Application Security, CYS 526 Cyber Attacks and Defense, CYS 586 Digital Forensics and Investigations

CYS 596 Cybersecurity Capstone
The Capstone course must be taken at Excelsior University and cannot be transferred in.

Program Description

The Master of Science in Cybersecurity is designed to enable students to pursue their career goals within critically important cybersecurity field. This program provides professionals with the techniques and knowledge to protect the organization's cyber assets by focusing on prevention, detection, countering, and recovering from cyber incidents. The curriculum focuses on aspects of cybersecurity, including strategies, policy, ethics and legal compliance, operational process, and technology to secure and defend an organization's cyber assets. This program is suited for professionals who aim to pursue senior-level technical or managerial positions in cybersecurity such as information security officer, cybersecurity manager, senior security analyst, security and compliance manager, director IT security and governance, digital crime investigator, or penetration tester.

Program (Student) Outcomes

Upon successful completion of the Excelsior University Master of Science in Cybersecurity program, the graduate will be able to:

1. Continuously monitor, maintain, and enhance the protection of enterprise-wide information assets through effective industry accepted information management and risk management techniques.

2. Detect, analyze, and respond to cyber-attacks on networks and computer systems.

3. Conduct risk and vulnerability assessments of existing and proposed information systems.

4. Utilize the best sources of information available related to cyber security issues, threats, and recovery.

5. Apply interdisciplinary leadership practices based on evidence that promote ethical, and collaborative sustainable change in cybersecurity.

6. Demonstrate proficiency in communicating technical information in formal reports, documentation, and oral presentations to users and information technology professionals.

7. Demonstrate a commitment to professional development and to continue to engage in lifelong learning.

8. Evaluate interdisciplinary approaches to problem solving and opportunities to lead a diverse/global workforce.

Degree Requirements

The Master of Science in Cybersecurity program requires a minimum of 30 graduate-level credits, with 10 required courses.

Required Subjects

▶ Ethical Leadership (3 credits) [**IND 501 An Interdisciplinary Approach to Ethical Leadership**]

IND 501 must be taken through Excelsior University and cannot be transferred in.

▶ Strategic Talent Management (3 credits) [**IND 502 Strategic Talent Management in a Complex World**]
▶ Foundations of Cybersecurity (3 credits) [**CYS 500 Foundations of Cybersecurity**]
▶ Network and Communication Security (3 credits) [**CYS 504 Network and Communication Security**]
▶ Legal and Compliance Issues (3 credits) [**CYS 528 Legal and Compliance**]
▶ Information Assurance (3 credits) [**CYS 560 Information Assurance**]
▶ Cybersecurity Capstone (3 credits) [**CYS 596 Cybersecurity Capstone**]

The capstone course is required. It must be taken through Excelsior University and cannot be transferred in.

Concentrations

NON-CONCENTRATION

The Non-Concentration option allows students to develop a personalized specialization that spans multiple cybersecurity concentrations. Student can tailor their concentration to their specific career goals, providing them with flexibility in developing their specialized knowledge and skills in cybersecurity.

Concentration Requirements

Nine (9) credits from among the following courses:

- ▶ **CYS 523 Software Applications and Security**
- ▶ **CYS 526 Cyber Attacks and Defense**
- ▶ **CYS 586 Digital Forensics and Investigations**
- ▶ **CYS 565 Security Management Awareness**
- ▶ **CYS 575 IT Risk Analysis and Management**
- ▶ **CYS 577 Global Cybersecurity**

INFORMATION ASSURANCE

The Information Assurance concentration is designed as a specialization for an individual who wishes to be hands-on while combating cybersecurity threats. The focus will be on software control management tools, software integration, cyber defense mitigation, and digital forensics. The three classes within this concentration will allow students to gain the needed knowledge of both hardware and software issues. Individuals who specialize in cyber operations will be prepared to be on the front line of defense for companies.

Concentration Outcomes

1. Develop a secure coding environment to maintain and protect source code for securing applications.

2. Recommend software appropriate for defending against cyber attacks.

3. Demonstrate knowledge of digital forensics and how it can be used to assist with an investigation.

Concentration Requirements

- ▶ **CYS 523 Software and Application Security** (3 credits)
- ▶ **CYS 526 Cyber Attacks and Defense** (3 credits)
- ▶ **CYS 586 Digital Forensics and Investigations** (3 credits)

Policies Specific to the Master of Science in Cybersecurity

Policies and procedures that apply specifically to the Master of Science in Cybersecurity program are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

Time Limit on Courses and Exams

Due to the rapidly changing nature of technology, Excelsior University has established a time-related restriction on the application of credits applied to the Master of Science in Cybersecurity. To meet this requirement, relevant coursework must have been completed more recently than 5 years prior to entrance into the Master of Science in Cybersecurity degree program. Please note that course content in these areas is subject to faculty approval. The time limit may be appealed by completing an appeal form which verifies appropriate and current professional and/or academic experience.

Maximum Time to Complete

Excelsior University degree programs are designed, within limits, to be completed at a student's own pace. However, students must make continuous progress toward their academic goals. Students will be dismissed if they do not complete the Master of Science in Cybersecurity at the conclusion of 5 years

from their entrance into the program. Students may seek an extension of the time limit by completing an appeal form, which will outline a plan for completion. Students must submit this appeal no less than one trimester before reaching the 5-year degree completion time limit.

Grade Point Average

Excelsior University requires an overall 3.0 cumulative GPA for completion of the Master of Science in Cybersecurity.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the Master of Science in Cybersecurity program if approved by Excelsior faculty. Students may transfer up to 15 credits. Excelsior will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior University does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the Excelsior department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

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GRADUATE CERTIFICATES
AT **EXCELSIOR UNIVERSITY**

GRADUATE CERTIFICATE IN
ADVANCED PROJECT MANAGEMENT

<div style="float:right">**9** CREDITS</div>

Certificate Description

The Graduate Certificate in Advanced Project Management will provide students with the opportunity to hone their project management and information technology skills from a leadership perspective. Students will manage a technology implementation project from start to finish, evaluating project risks and methods to control for those risks, and hone their leadership skills across the three certificate courses.

Certificate Requirements

▶ **BUS 552 Leadership** (3 credits)
▶ **BUS 530 Project Management OR BUS 572 Technology and Project Management** (3 credits)
▶ **BUS 570 Information Technology** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Manage IT-related projects from planning through delivery

2. Evaluate project risks and opportunities to ensure organization needs are met.

3. Apply leadership techniques to build collaborative teams for successful project completion.

Policies Specific to the Graduate Certificate in Advanced Project Management

Policies and procedures that apply specifically to the Graduate Certificate in Advanced Project Management are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

▶ **Admission Eligibility**
Students must have an earned bachelor's degree for admittance in the certificate program.

▶ **Acceptance of Transfer Credit**
Students must complete all Advanced Project Management certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.

▶ **Maximum Time to Complete the Certificate**
Students pursuing the Graduate Certificate in Advanced Project Management have two years from the date of enrollment to complete all requirements.

▶ **Minimum GPA for Graduation**
A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
CANNABIS CONTROL

Certificate Description

The Graduate Certificate in Cannabis Control prepares students with the skills and the knowledge base to understand the impacts of legalization of cannabis in our communities, states, and nation. The curriculum incorporates best-practice instructional techniques—including realistic case studies—to foster strong critical thinking skills that will enable students to keep pace with the fast-changing environment. Innovative courses that meld industry and practitioner-based readings with scientific-based research enable the program to offer much-needed subject matter expertise in the field.

Certificate Requirements

- ▶ **CBC 600 Implications of Legalization of Cannabis: Policy and Compliance** (3 credits)
- ▶ **CBC 601 Complexities of Cannabis as Commerce** (3 credits)
- ▶ **CBC 602 Risk Assessment in Cannabis Control** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Recommend strategies to ensure regulatory compliance in a rapidly evolving regulatory landscape.
2. Create workforce development and public health system responses to cannabis legalization that promote social equity.
3. Conduct risk assessment in communities where cannabis has been legalized.
4. Recommend strategies for ensuring consistent product quality and safe reliable supply chains at local, state, federal, and international levels.

Policies Specific to the Graduate Certificate in Cannabis Control

Policies and procedures that apply specifically to the Graduate Certificate in Cannabis Control are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- ▶ **Admission Eligibility**
  Students must have earned a bachelor's degree for admittance into the certificate program.

- ▶ **Acceptance of Transfer Credit**
  Students must complete all Cannabis Control certificate courses at Excelsior University—
  no credits will be transferred in to meet the requirements.

- ▶ **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Cannabis Control have two years from the date of enrollment to complete all requirements.

- ▶ **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
CYBERSECURITY OPERATIONS

9
CREDITS

Certificate Description

The Graduate Certificate in Cyber Operations is designed as a specialization for an individual who wishes to be hands-on while combating cybersecurity threats and conducting risk analysis. The focus will be on threat detection and incident response, information assurance, as well as cyber defense mitigation. The three classes within this concentration will allow students to gain the needed knowledge to utilize devices, computer programs, and techniques that are designed to maintain a secure environment that will affect all aspects of cyberspace. Individuals who specialize in cyber operations will be prepared to be on the front line of defense for companies.

Certificate Requirements

- ▶ **CYS 560 Information Assurance** (3 credits)
- ▶ **CYS 575 IT Risk Analysis and Management** (3 credits)
- ▶ **CYS 526 Cyber Attacks and Defense** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Apply risk analysis methodologies to identify potential vulnerabilities, associated impacts, and recommend appropriate responses.
2. Apply appropriate protocols, tools, and techniques to maximize security in the network environment.
3. Construct cybersecurity strategies that use information technology to measurably improve cybersecurity performance.

Policies Specific to the Graduate Certificate in Cybersecurity Operations

Policies and procedures that apply specifically to the Graduate Certificate in Cybersecurity Operations are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- ▶ **Admission Eligibility**
  Students must have an earned bachelor's degree for admittance in the certificate program.
- ▶ **Acceptance of Transfer Credit**
  Students must complete all certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.
- ▶ **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Cybersecurity Operations have two years from the date of enrollment to complete all requirements.
- ▶ **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
DATA ANALYTICS

9
CREDITS

Certificate Description

The Graduate Certificate in Data Analytics enhances students' analytical abilities and equips them with the skills to uncover new insights that improve strategic business decisions. Through this program, students learn how to collect, analyze and visually represent rich sets of data designed to improve organizational decision making.

Certificate Requirements

▶ **BUS 540 Strategic Management of Innovative Technology** (3 credits)
▶ **BUS 563 Data Analytics** (3 credits)
▶ **BUS 564 Big Data and Visualization** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Formulate technology innovation strategies to communicate strategic data driven business recommendations to stakeholders.
2. Use data analytics and visualization to improve, illustrate, and monitor organizational performance, while furthering the vision.

Policies Specific to the Graduate Certificate in Data Analytics

Policies and procedures that apply specifically to the Graduate Certificate in Data Analytics are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

▶ **Admission Eligibility**
Students must have earned a bachelor's degree for admittance into the certificate program.

▶ **Acceptance of Transfer Credit**
Students must complete all Data Analytics certificate courses at Excelsior University—
no credits will be transferred in to meet the requirements.

▶ **Maximum Time to Complete the Certificate**
Students pursuing the Graduate Certificate in Data Analytics have two years from the date of enrollment to complete all requirements.

▶ **Minimum GPA for Graduation**
A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
DISTRIBUTED WORKFORCE MANAGEMENT

9 CREDITS

Certificate Description

The Graduate Certificate in Distributed Workforce Management will train students to strategically lead decisively across all functions in organizations, including recruitment and selection, training and development, performance appraisals, health and safety, labor relations, and communications. Graduates will be prepared to fulfill senior and executive positions in the private, public and the nonprofit sectors. Students will create value for the organizations and communities they serve by solving the complex challenges related to managing within a distributed work environment.

Certificate Requirements

- ▶ **BUS 553 Organizational Behavior** (3 credits)
- ▶ **BUS 561 Virtual Training and Development** (3 credits)
- ▶ **BUS 562 Virtual Team Management** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Emphasize research as vital in both academic and applied settings.
2. Collaborate on projects and case analyses with peers while incorporating feedback from outside sources.
3. Focus the application of distributed workforce in a variety of organizations, including health care and nonprofits.
4. Apply managerial skills to help them begin as well as advance their career in distributed workforces.
5. Integrate diversity, equity, and inclusion into content and andragogy on distributed workforce management.
6. Shape corporate policy, organizational change, and transformation as a consequence of distributed work.

Policies Specific to the Graduate Certificate in Distributed Workforce Management

Policies and procedures that apply specifically to the Graduate Certificate in Distributed Workforce Management are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- ▶ **Admission Eligibility**
  Students must have earned a bachelor's degree for admittance into the certificate program.
- ▶ **Acceptance of Transfer Credit**
  Students must complete all Distributed Workforce Management certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.
- ▶ **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Distributed Workforce Management have two years from the date of enrollment to complete all requirements.
- ▶ **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

HOMELAND SECURITY AND EMERGENCY MANAGEMENT

9
CREDITS

Certificate Description

Few areas of public safety generate broad and intense interest as matters of homeland security and emergency management. Ensuring the safety and security of a nation's homeland—its infrastructure, its institutions, its economy, and most importantly, its people—is a prerequisite for success in all other aspects of societal life. This certificate program will have students learning about threats posed by domestic and international terrorism and strategies for countering those threats. Additionally, students will evaluate the best practices behind successful security planning and create threat assessments. Finally, students will evaluate and develop emergency and disaster plans that can and should be employed in the face of both man-made and natural threats to the homeland.

Certificate Requirements

▶ **MCJ 630 Risk Assessment in Homeland Security and Emergency Management** (3 credits)
▶ **MCJ 651 Overview: Homeland Security and Emergency Management** (3 credits)
▶ **MCJ 650 Terrorism and Counterterrorism** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Analyze and evaluate contemporary homeland security issues as they relate to criminal justice based on an understanding of the domestic and international processes affecting homeland security.

2. Construct an argument for the relationship between the current theories of emergency management and their practical application within the American Criminal Justice System.

3. Evaluate risks associated with human-caused, natural, and technological disasters through a myriad of risk management approaches, including best practices used by the homeland security enterprise.

Policies Specific to the Graduate Certificate in Homeland Security and Emergency Management

Policies and procedures that apply specifically to the Graduate Certificate in Homeland Security and Emergency Management are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

▶ **Admission Eligibility**
Students must have an earned bachelor's degree for admittance in the certificate program.

▶ **Acceptance of Transfer Credit**
Students must complete all certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.

▶ **Maximum Time to Complete the Certificate**
Students pursuing the Graduate Certificate in Homeland Security and Emergency Management have two years from the date of enrollment to complete all requirements.

▶ **Minimum GPA for Graduation**
A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
LEADERSHIP

12
CREDITS

Certificate Description

The Graduate Certificate in Leadership helps new and aspiring leaders to develop a versatile set of leadership skills and inspire high-performing teams in a complex world. Through an interdisciplinary approach, students learn about applied leadership theory, strategic talent management, and driving team performance.

Certificate Requirements

- **IND 501 An Interdisciplinary Approach to Ethical Leadership** (3 credits)
- **IND 502 Strategic Talent Management in a Complex World** (3 credits)
- **IND 522 Leading High Performing Teams** (3 credits)
- **Elective—Select one:**
  - **IND 503 Data Driven Decision Making** (3 credits)
  - **HSC 516 Communication Strategy for the Health Care Leader** (3 credits)
  - **PBH 592 Biostatistics** (3 credits)
  - **MPA 502 Public Management in a Political Environment** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Use leadership theory and data-driven decision-making to cultivate equitable, inclusive organizations.
2. Apply ethical principles in leading teams and influencing sustainable change.
3. Collaborate within and across disciplines and stakeholder groups to lead change initiatives.

Policies Specific to the Graduate Certificate in Leadership

Policies and procedures that apply specifically to the Graduate Certificate in Leadership are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- **Admission Eligibility**
  Students must have an earned bachelor's degree for admittance in the certificate program.

- **Acceptance of Transfer Credit**
  Students must complete all certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.

- **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Leadership have two years from the date of enrollment to complete all requirements.

- **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
NUTRITION

12 CREDITS

Certificate Description

The Graduate Certificate in Nutrition is designed for people seeking to obtain nutrition and health promotion training, advance in their careers, or shift career focus from an illness to prevention focus. It includes a four-course, 12-credit requirement, with themes in health education and equity. The curriculum aligns seamlessly with current global, federal, and regional imperatives to promote health outcomes through both prevention and interventions for chronic and acute disease. The primary goals are two-fold: 1) to equip students to educate individuals, families and communities about healthful nutrition and the relationships between food and health and 2) to promote access to healthy foods in marginalized communities.

Certificate Requirements

- **HSC 644 Nutrition Science for Health Professionals** (3 credits)
- **HSC 645 Nutrition Across the Life Cycle** (3 credits)
- **HSC 646 Health Education: A Cross-Cultural Perspective** (3 credits)
- **Elective—Select one:**
    - **HSC 510 Policy Politics and Power** (3 credits)
    - **HSC 648 Nutrition and Chronic Disease** (3 credits)
    - **PBH 647 Vulnerable Populations** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Examine the interconnected influences of social determinants of health and nutrition policy on health outcomes for individuals and communities.
2. Use evidence-based decision-making to identify, implement, and evaluate solutions to barriers to healthful nutrition.
3. Evaluate nutritional needs across life stages and for individuals with various health conditions.

Policies Specific to the Graduate Certificate in Nutrition

Policies and procedures that apply specifically to the Graduate Certificate in Nutrition are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- **Admission Eligibility**
  Students must have an earned bachelor's degree for admittance in the certificate program.
- **Acceptance of Transfer Credit**
  Students must complete all certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.
- **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Nutrition have two years from the date of enrollment to complete all requirements.
- **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE CERTIFICATE IN
PUBLIC HEALTH EQUITY

15 CREDITS

Certificate Description

The Graduate Certificate in Public Health Equity equips students to become transformational public health leaders and agents of change for their communities, particularly those that have historically faced significant health disparities. Essential skills in public health are taught throughout the curriculum, with opportunities to practice and develop expertise. Interdisciplinary themes are infused throughout the curriculum as a best practice for cultivating enduring change in population health outcomes. Graduates of this certificate gain in-depth knowledge and essential skills in public health. This certificate is ideal for professionals who want to explore or advance careers in public health and who want to center their careers around an equity focus.

Certificate Requirements

- **PBH 603 Behavioral Health and Social Environment** (3 credits)
- **PBH 592 Biostatistics** (3 credits)
- **PBH 604 Epidemiology** (3 credits)
- **PBH 613 Program Planning and Evaluation for Public Health** (3 credits)
- **PBH 610 Environmental Health** (3 credits)

Certificate Outcomes

A graduate of the program will be able to:

1. Evaluate how populations are impacted by social determinants of health.
2. Use data-driven decision-making and community partnering approaches to identify, implement and evaluate solutions to public health issues.
3. Design culturally sensitive public health strategies to improve health equity and social justice.

Policies Specific to the Graduate Certificate in Public Health Equity

Policies and procedures that apply specifically to the Graduate Certificate in Public Health Equity are listed in the following section. All policies can be found in their entirety within the student policy section of the Excelsior University website.

- **Admission Eligibility**
  Students must have an earned bachelor's degree for admittance in the certificate program.
- **Acceptance of Transfer Credit**
  Students must complete all certificate courses at Excelsior University—no credits will be transferred in to meet the requirements.
- **Maximum Time to Complete the Certificate**
  Students pursuing the Graduate Certificate in Public Health Equity have two years from the date of enrollment to complete all requirements.
- **Minimum GPA for Graduation**
  A cumulative grade point average (GPA) of 3.0 is required to graduate.

GRADUATE COURSES
AT **EXCELSIOR UNIVERSITY**

ACC 500 Accounting for Managers   3 credits

This course is intended to help the student understand how to analyze a company's basic financial statements and annual report. By the end of the course, you should be familiar with the four basic financial statements, some of the key accounts on the balance sheet as well as the overall accounting cycle. As a manager, you should be able to effectively analyze a company's financial statements and annual report. Additionally, managers should be able to conclude on a company's profitability, efficiency, liquidity and solvency.

ACC 504 Corporate Financial Reporting and Disclosure   3 credits

The course will cover an in depth examination of financial report disclosures, with an emphasis on how firms use financial reporting to achieve such ends as managing earnings or keeping debt off of the balance sheet. By the end of the course, students will have an appreciation for what information is missing from the primary financial statements, the knowledge to understand the content of important footnotes, and the tools to conduct financial analyses using the information contained therein. The course will use a combination of textbook problems, case studies, and most importantly, actual financial report disclosures. The course is geared for students going into public accounting, investment banking, equity research, or consulting.

ACC 505 Financial Statement Analysis 3 credits

Are you interested in following economic and industry trends as it relates to company performance, analyzing financial statements in light of company strategy and external factors, building financial models to value a company and writing investment recommendations? If so, you will find this course interesting and useful. This course starts with an overview of financial reporting and ends with various approaches to valuation including cash flow, earnings, and market based methods. The core of this course is about gathering, analyzing, and using information to make informed decisions. While there is certainly no one set approach to financial statement analysis and valuation, one popular method is to use a top down valuation approach, which is what will be focused on in the course.

ACC 515 Accounting for Government and Non-for-Profit organizations   3 credits

This course is designed to provide a comprehensive overview of the accounting, managerial, auditing, fiduciary, financial reporting, and regulatory issues related to Government and Not-for-Profit organizations. It builds on the concepts, principles, and processes shared within BUS 500 Managerial Accounting and ACC 510 Financial Reporting and Disclosure.

ADR 670 Conflict Management and Alternative Dispute Resolution   3 credits

This course provides an introduction to the human resource field of conflict management and alternative dispute resolution through case analyses. You will examine the major causes of conflict, the effects of personality and perception on conflict, and recommended strategies to manage the conflict in organizations. Learn about your own styles for managing conflict and develop competency in interaction with other styles.

Cross-listed with BUS 670.

ADR 671 Mediation   3 credits

The ability to work toward a consensus and reduce potential conflicts in a variety of contexts is of utmost importance in today's society. This course provides an overview of mediation processes. You will learn a variety of communication and negotiation skills in order to settle disputes outside of a courtroom setting. Working collaboratively, you will also create an operations plan for a mediation center, and make recommendations about the type of center for your assigned state.

Cross-listed with BUS 671.

BUS 500 Accounting for Managers   3 credits

This course is intended to help the student understand how to analyze a company's basic financial statements and annual report. By the end of the course, you should be familiar with the four basic financial statements, some of the key accounts on the balance sheet as well as the overall accounting cycle. As a manager, you should be able to effectively analyze a company's financial statements and annual report. Additionally, managers should be able to conclude on a company's profitability, efficiency, liquidity and solvency.

BUS 501 Business Communications   3 credits

This course focuses on the development of clear written and oral communication skills. It examines a variety of communication techniques, formats, and processes for sharing organizational information. The course explores the use of audiovisual and electronic media to enhance the quality of presentation and communication.

BUS 502
Global Business Environment   3 credits

This course examines the global business environment and its impact on an organization's business strategy and decision making. It focuses on the complexities and risk/reward assessments that arise due to highly diversified markets, cross cultural issues, globalization, international organizations (WTO, IMF, World Bank, etc.), nongovernmental organizations (NGOs), foreign direct investment, and currency risk challenges.

BUS 505 Finance   3 credits

What projects should an organization invest in? Where will an organization obtain finance to pay for investments? How will an organization manage day-to-day financial activities such as cash collections and payments? The purpose of this course is to provide students with an overview of the problems facing financial managers in an uncertain world. It is intended to develop students' critical thinking and problem solving competencies in financial statement analysis, capital structure, and capital budgeting. The

course is focused on applying financial theory to analyze real life situations with students placed in the role of a financial manager making decisions in an uncertain environment with an incomplete data set.

BUS 506 Marketing   3 credits

This course presents a systematic framework for understanding marketing management and strategy. It focuses on creating and executing marketing strategies and policies and examines the ethical, legal, social, and environmental issues relevant to the development of sound marketing strategies and policies.

BUS 510 Health Care Policy,
Politics, and Power   3 credits

This course examines the critical role of health care leaders in the policy making arena. Students examine the federal policy making process, key issues in health policy, and the roles power and politics play in policy development and implementation. Students explore health care reforms and efforts to respond to disparities in health outcomes for vulnerable populations.

BUS 510 is cross-listed with HSC 510. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 512 Compensation and Benefits   3 credits

This course studies the total rewards provided to employees in return for their contributions to an organization, investigates its strategic and tactical aspects, and examines current issues with compensation and benefits. The principles of modern compensation and benefits are considered from legal, practical, and theoretical perspectives. Students will examine how compensation and benefits can add strategic value by aligning total compensation with organizational goals and investigate the challenges facing organizations operating on a global scale.

BUS 514 Employment Law   3 credits

Each year, the Equal Employment Opportunity Commission (EEOC) reports the number of complaints of harassment and discrimination they received due to protected categories, including: national origin, race/color, sex, genetic information, sexual harassment, age, disability, pregnancy, and retaliation. These complaints were not able to be successfully resolved by employers. This course explores the way legislation directs and regulates the relationship between an employer and employee. Students will examine how legal principles relate to the organizations in which employee's function. In addition, this course will address legal issues in non-for-profits and entrepreneurial firms. Students will also learn how to investigate complaints properly, as well as engage in preventative measures for harassment and discrimination.

BUS 515 Labor Relations and Conflict Management   3 credits

This course explores the complex relationship among management, unions, and employees in the workplace. The course will concentrate on the behavioral and organizational issues that arise in the often-contentious environment of a unionized workplace. Students will study and learn the general nature of labor relations. This will include the historical, legal, and structural environments that have greatly influenced contractual management; the negotiation, administration, and major contents of labor relations documents; struggles and disputes between labor and management; and the various tools and mechanisms to resolve these conflicts.

BUS 516 Communication Strategy for the Health Care Leader   3 credits

Highly effective leaders must be excellent communicators; building a communications toolkit is essential. This course equips students with health communication strategies for use with a variety of stakeholders within and outside of the health care system. Students examine a variety of communication contexts, including communication management, intercultural and intergenerational communication, and health campaign messaging. Evolving communication technologies are explored. Students apply what they have learned by developing a communication strategic plan.

BUS 516 is cross-listed with HSC 516. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 517 Employee Staffing and Development   3 credits

This course covers key principles and practices in staffing and employee development. The course focuses on the interdependence of effective organizational performance with proper staffing, including recruiting and selection functions and proper assessment of personnel and employment training involved in human resource management.

BUS 518 Leading Teams   3 credits

This course applies concepts, theories, and practices necessary to build, lead, and maintain high performance teams. Students will focus on team dynamics, decision-making, leadership, communication and conflict management in various organizational settings.

BUS 520 Operations Management   3 credits

This course provides a managerial focus on the fundamental understanding of manufacturing and service operations and their role in the organization, with special emphasis on international dimensions. Topics include, but are not limited to: process flow analysis, inventory management, capacity planning, logistics, facilities location, supply chain management, total quality management, human resource management, technology management and manufacturing and service strategy. The course is integrative, and emphasizes the fit and relationship of operations with other functions of the firm.

BUS 522 Global Operations and Supply Chain Management   3 credits

Global Supply Chain / Operations Management is one of the core courses required for MBA learners. The purpose of this course is to provide a fundamental understanding of manufacturing, distribution, inventory and service operations, and their role within the organization. The course will survey a wide range of operations topics, including process flow analysis, inventory management, capacity planning, logistics operations, supply chain management, quality in operations, project management, manufacturing, distribution, and service operations. The course will deal with these topics through a managerial, applications-oriented perspective, with special emphasis placed on the international dimension of operations. Students will work on a team and solve practical operationsmanagement issues involving cutting edge technology that will be relevant to them in the years to come. This course is forward-looking and will give students a chance to use their imagination for the good of customers and at the same time help their business reach people all over the world.

BUS 526 Strategic Management of Health Care Organizations   3 credits

This course explores theories and principles underlying strategic planning specific to health care environments. Through case study analyses, students learn strategies on how to position health care organizations in order to sustain a competitive advantage in a volatile reimbursement-driven industry. Some of the topics covered in this course include strategic positioning, strategies of mergers and acquisitions, and competitive advantage and profitability.

BUS 526 is cross-listed with HSC 526. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 530 Project Management Principles and Application   3 credits

This course covers the key components of project management process including effectively defining the project, identifying the scope, project lifecycle, communication, planning, performing, and controlling the project. Case studies and a final project are used to examine best practices, including risk assessment.

BUS 535 Quality and Productivity Methods in the Management of Technology   3 credits

This course presents current management techniques and processes for improving products, services, and processes. Students will examine social media in context with advertising, marketing, and public relations. Additionally, students will gain basic hands-on experience with current social media technology. Practical applications with both limitations and opportunities of different social media contexts will be explored to assess their impact on appropriate constituencies and/or organizational cultures. Finally, the course will focus on demonstrating best practices for developing and implementing effective techniques, tactics, and strategies to more effectively and efficiently reach target markets.

BUS 540 Strategic Management of Innovative Technology   3 credits

Examines theories and methods to prepare managers to handle strategic issues related to the effective management of innovative technologies. Explores the principles of strategic management with direct application to technology. Integrates: strategy setting, implementation and assessment; historical cases of business innovation through a maturation lifecycle; and application of lessons learned in contemporary business cases.

BUS 545 Social Media: Marketing   3 credits

This course will develop the students' ability to strategically create and implement an effective social media marketing campaign. Focus will be placed on fully understanding and integrating appropriate social media tools for supporting and improving the effectiveness of organizations marketing and communicational processes. Students will examine social media in the context of advertising, marketing, and public relations. Practical applications will be explored to assess the impact of social media technologies on appropriate constituencies and/or organizational cultures.

BUS 550 Contingency Planning   3 credits

This course examines the planning process in organizations to continually confront the unlikelihood of a disaster causing an unexpected interruption of normal operations. Specifically, it provides an overview of the key elements and strategies of implementing a crisis management program within an organization. Undertaking a business function analysis approach, students will be able to define anticipated consequences when a disruption of normal organizational operations occurs and develop a recovery plan built around desired outcomes.

BUS 552 Leadership   3 credits

Focuses on the leadership process within the broad context of organizational dynamics. Explores leadership from four different perspectives: the leader; the follower; the situation; and leadership skills. Theories, concepts and models are applied to workplace situations.

BUS 553 Organizational Behavior   3 credits

This course provides an overview of the principles of organizational behavior using evidence-based practice. You will discover how individual differences impact organizations (including your own), learn how to apply management and leadership skills to specific situations, apply proper business ethics to situations, and examine how culture plays a role in today's global business world. In the final assignment you will practice how to present a portfolio worthy solution proposal to the key stakeholders in an organization.

BUS 554 Change Management   3 credits

A study of the process of change and change management. Focuses on the types of changes that take place within organizations, identifying the key issues and challenges associated with each type of change. Uses macro and micro tools for working with change, including management skills and styles, communications patterns, and force-field and gap analysis.

BUS 561 Virtual Training and Development   3 credits

This course provides an overview of facilitating training programs in a virtual environment. It addresses adult learning principles involved in the design of virtual training, strategies for engaging employees during training, the use of training methods for synchronous and asynchronous learning, and ways to assess the effectiveness of the training program.

BUS 562 Virtual Team Management   3 credits

This course provides an overview of managing virtual teams, including managing global teams. It addresses conflict management, performance issues, knowledge sharing, and data analytics for virtual teams.

BUS 563 Data Analytics   3 credits

IND 503 Data Driven Decision Making (for MS in Organizational Leadership)
This course provides students with an understanding of how data analysis enables companies to be more competitive. Students apply data analysis techniques to assess how organizations can integrate data analysis throughout operations to improve organizational decision making. Case studies and the introduction of relevant tools will be used to demonstrate the application of data analysis to improve organizational operations.

BUS 564 Big Data and Visualization   3 credits

Prerequisite: IND 503 Data Driven Decision Making (for MS in Organizational Leadership) and BUS 563 Data Analytics (for both MS in Organizational Leadership and Graduate Certificate in Data Analytics)
This course introduces students to the impact of big data on various industries. Students will explore the growth of data via the Internet of

Things (IoT) and will explore various strategies being used within industry to utilize data to improve decision making. Through case analysis, students will assess how big data, machine learning and artificial intelligence are impacting organizations and how these organizations are developing strategies to capitalize on the opportunities presented.

BUS 570 Information Technology   3 credits

This course examines the strategic, operational, and ethical uses of information technology. It explores global and electronic markets and data management, and it examines how IT can support customer and supply chain management.

BUS 572 Technology and Project Management   3 credits

In the employment market, many projects are controlled by the professions of Engineers, Architects, Construction Managers, and Lab Scientists. These conditions leave a massive opportunity for MBA-level employees. That role is in planning Information Technology projects. This course explores the use of project management methods and processes applied to Information Technology management, maintenance, and innovation. Students will examine MBA-level managers' roles as stakeholders, subject matter specialists, end-users, business analysts, and project managers. The course examines the challenges of managing current organization technology platforms, replacement through product choices and new implementations, and opportunities for innovation—issues of strategy, change, risks, and ethics.

BUS 573 Strategic Brand Marketing   3 credits

This course provides students with insights and strategies for positioning their organizations and its associated products and/or services in highly competitive consumer and B2B markets. Topics include customer loyalty, branding, pricing, promotion, digital marketing, marketing information systems, sales structures and compensation, industry marketing, marketing communications, lead management, and marketing campaign strategy.

BUS 670 Conflict Management and Alternative Dispute Resolution   3 credits

This course provides an introduction to the human resource field of conflict management and alternative dispute resolution through case analyses. You will examine the major causes of conflict, the effects of personality and perception on conflict, and recommended strategies to manage the conflict in organizations. Learn about your own styles for managing conflict and develop competency in interaction with other styles.

Cross-listed with ADR 670.

BUS 671 Mediation   3 credits

The ability to work toward a consensus and reduce potential conflicts in a variety of contexts is of utmost importance in today's society. This course provides an overview of mediation processes. You will learn a variety of communication and negotiation skills in order to settle disputes outside of a courtroom setting. Working collaboratively, you will also create an operations plan for a mediation center, and make recommendations about the type of center for your assigned state.

Cross-listed with ADR 671.

BUS 696 Organization Leadership, Technology and Analytics Capstone   3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required. This course allows students to showcase and apply their skills in organizational leadership, technology, and analytics to a real-world scenario. It will culminate in a final project that assesses all program learning outcomes and allows the student to showcase their work in an employer-focused e-portfolio.

BUS 697 Human Resource Management, Diversity and Technology Capstone   3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required. In this course, students will apply the advanced theoretical and practical knowledge attained throughout the master's in human resource management program. Students will also demonstrate their understanding of the

legal and human resource dimensions of organizations, including distributed workplaces, through analysis as well as the integration of communication and leadership skills for remote employees. This capstone course provides opportunities to define, analyze, and apply human resource theories and models to resolve complex organizational problems, and students learn strategic objectives to enhance organizational performance.

BUS 698
Management Strategies Capstone — 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required. This is the Master of Science in Management (MSM) Capstone course. It integrates previous study and various management disciplines to formulate, analyze, and implement effective management strategy. Students will analyze complex management situations to make strategic decisions under conditions of uncertainty.

BUS 699 MBA Business
Strategy Capstone — 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required. MBA capstone course. Integrates previous study and various business disciplines to formulate, analyze, and implement effective business strategy. Students will analyze complex business situations for making strategic decisions under conditions of uncertainty.

CBC 600 Implications of Legalization
of Cannabis: Policy and Compliance — 3 credits

In this course, you will learn how cannabis legalization has had an impact on various institutions, entities, and individuals while also exploring the dilemmas between policy and legal regimes. You will examine the importance of compliance, how to create standard operating procedures and employee training, and how to develop a community plan. You will also participate in the development of a class wiki that will serve as a valuable resource that you will take with you at

the conclusion of the course. Lastly, you will compile your work into an electronic portfolio that you can use to present to prospective employers.

CBC 601 Complexities of
Cannabis as Commerce — 3 credits

In this course you will look at the national and local, laws and regulations that have shaped the current legalized cannabis industry. You will also study existing cannabis tax schemes, assess their impacts on businesses and effectiveness in meeting individual cannabis program goals, and suggest improvements, as well as develop strategies for businesses and governments to plan for and meet shifting tax burdens. You will then analyze economic, legal, and public health implications of traceability and transport of cannabis and cannabis industry supporting products. You will explore how raw materials and products are traced through the supply chain, and what kind of technology is required to do so.

CBC 602 Risk Assessment
in Cannabis Control — 3 credits

In this course students will explore the tensions between taxation and profitability, public safety, diversion, patient access, and community integration along with advertising, marketing, sales, consumer use, and social equity. The student will learn through various stakeholder lenses such as regulators, operators, and consumers. Students will also identify risks associated with technology and data standards, and risks associated with various components of the supply chain.

CYS 500 Foundations of Cybersecurity 3 credits

This course will review several advanced networking topics, including wireless and mobile networking, satellite and near field communications, RFID (Radio Frequency Identification), and the use of cryptography and encryption in data transmission and networking. This course will also discuss privacy and security issues related to the use of these networking technologies.

CYS 503 Communications and Network Security   4 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course is an introduction to network security fundamentals, security policies, networking threats, and technologies. Design and implementation of secure communications networks, network management, and network scanning are covered. Technical topics include device hardening, encryption, proxies, firewalls, VPN and remote access design, NAT, DHCP, VoIP and other network design considerations. Students learn how to implement a security plan, itemize security threats, and list the elements of security in networked and mobile systems. Honeypots, sinkholes, and other network defenses are examined.

CYS 504 Network and Communication   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course is an introduction to network security fundamentals. It is organized in four parts. The first part covers the basics of private key and public key cryptography, including the common encryption algorithms AES, RC4, and RSA. The second part builds on cryptography to design secure protocols for confidentiality, authentication, and data integrity. Examples will include IPSec, SSL/TLS, and VPNs. The third part covers how cyber attacks proceed from reconnaissance to exploits and intrusions. Particular emphasis is given on web attacks (such as phishing, SQL injection, drive-by downloads) and malware. The last part of the course will describe focus on intrusion prevention, detection, and response. Specific topics include firewalls, spam filters, intrusion detection systems, and risk management. Students will learn about protocols to communicate securely over unsecure networks, and about modern technologies for protecting computers from a wide range of threats. Throughout the course, real world cases are discussed, and students will gain hands-on experience in labs.

CYS 522 Advanced Networking   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course builds on the basic networking concepts and focuses on several advanced networking topics including wireless and mobile networking, near field communications, RFID (Radio Frequency Identification) and the use of cryptography and encryption in data transmission and networking. This course will also discuss privacy and security issues related to the use of these networking technologies.

CYS 523 Software and Application Security   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
 In this course students learn the key concepts of secure coding and how to plan, develop, and implement applications that are based on these principles. Concepts covered in this course include maintaining version control and limiting access to the source code. Students will learn how to evaluate a program for safe usage and implementation within an organization.

CYS 526 Cyber Attacks and Defense   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course will provide hands-on learning through the application of penetration testing and incident response as methods to proactively identify, validate, contain, and remediate vulnerabilities within a given system or application. The learners will have the opportunity to research and discuss current topics in cyber-attacks and defenses and gain hands-on experience in both penetration testing and incident response via real-world scenarios applied in a safe virtual environment.
Students registering for this course will be assessed a course resource fee.

CYS 545 Security Policy and Compliance   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course will focus on security policy and compliance in the world of cybersecurity that encompass laws, ethics, privacy and governance issues. Students will be exposed to national and international policies while understanding the importance of security policy as the beginning of any security program in organizations. The theory and principles behind the topics mentioned are explored in depth where policy documents are critiqued and compliance issues and frameworks are examined. Students will learn the approach to

writing security policies while taking into consideration the significant role of compliance.

CYS 555 Cybersecurity in Healthcare   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course provides an in-depth analysis of the diversity of the healthcare industry, types of technologies, flow of information, and levels of protection. It presents a plan-protect-respond framework of relevant legal and regulatory requirements, ensuring an organizations' policies and procedures are in compliance with industry standards. The course examines how an organization manages information risk through security and privacy governance, risk management lifecycles, and principle risk activities.

CYS 556 Healthcare Information Systems   3 credits

*Prerequisite: CYS 500 Foundations of Cybersecurity
CYS 555 Cybersecurity in Health Care*
This course focuses on data and information technology to improve organizational performance in healthcare settings. System like the Nationwide Health Information Network (NwHIN) and other health information systems will be surveyed. Information systems and data management fundamentals will be reviewed. The use of research tools and databases will be used to analyze organizational problems. The course includes exploration of electronic medical records (EMRs) that are used in the medical fields. Legal and ethical issues will be explored as will the other use of technologies in healthcare settings.

CYS 560 Information Assurance   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course will provide awareness, guidance, best practices, and assessments on the principles of information systems security. We will examine the foundations of information systems security as defined by industry experts and the International Information Systems Security Certification Consortium, or (ISC)[2], which is considered a definitive source for information security domain definitions and a premier certification authority. As such, this course will

examine information systems security concepts according to the consortium's newly redesigned "eight domains of knowledge" model for their Certified Information Systems Security Professional (CISSP) certification.
Students registering for this course will be assessed a course resource fee.

CYS 565 Security Management Awareness   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course introduces Security Management awareness and provides important and cost-effective methods to protect sensitive information. Through a structured environment of physical, computer, and network security measures, implementation of effective user training, establishment of policies and procedures, and sharing of knowledge and expertise within an organization to protect sensitive information, each student is provided essential information to create and maintain a secure environment.

CYS 575 IT Risk Analysis and Management   3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity
This course examines information security risk analysis and management from a business perspective. The course will provide an overview of the key aspects of risk analysis and management, including asset identification and associated risk identification, qualitative and quantitative risk assessment and prioritization, determination of risk mitigation strategies, budgeting for risk, and ongoing risk management. This course will provide knowledge, skills, and techniques to identify, prioritize, and manage the many IT security risks facing businesses today. Students will also examine how IT risk management supports IT governance and decision making by businesses. The role of risk analysts, auditors, security personnel, and management will be discussed.

CYS 577 Global Cybersecurity 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course focuses on four general areas of cyber capabilities and trends in the global community. The theory and practice of cybersecurity and cyberwar will be analyzed through cyber capabilities of nation-states as well as non-state actors. Existing trends and new trends will be evaluated in cyber-related strategies and policies related to challenges facing governments. Global cybersecurity policies will be evaluated and best practices will be discussed.

CYS 585 Digital Crime Prevention And Investigation 4 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course provides an in-depth analysis of the digital defense planning, technologies, and methods to safeguard organizational networks, databases, and applications; and the proper handling of electronic evidence (e-evidence) in digital crime investigations. Presents a plan-protect-respond framework of digital security and the interaction of policies, implementation, and oversight; and how to perform a computer forensic investigation. Regulatory and legal electronic records management (ERM) and e-mail retention requirements are thoroughly covered. Students learn how to search, analyze, and report e-evidence and the legal requirements for presenting admissible evidence to the court, recovery and analysis of digital evidence, addressing legal and technical issues.

CYS 586 Digital Crime Prevention and Investigation 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course provides an in-depth analysis of the digital defense planning, technologies, and methods to safeguard organizational networks, databases, and applications. It presents a plan-protect-respond framework of digital security; the interaction of policies, implementation, and oversight; and ways to perform a computer forensic investigation.

Students registering for this course will be assessed a course resource fee.

CYS 596 Capstone Project in Cybersecurity 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity. This course should be taken as the final course in the program, advisor approval required.

This is a capstone course which examines computer security technologies and principles, including cryptography, authentication, access control, database and software security, management issues such as physical and infrastructure security, human factors, and security auditing. This course also covers IT security management, risk assessment, and legal and ethical considerations.

CYS 610 Cloud and Data Security 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course will provide awareness, guidance, best practices and assessments on the principles of information systems security. We will examine the foundations of information systems security as defined by industry experts and the International Information Systems Security Certification Consortium, or ISC (Information Security Certification)2 , which is considered a definitive source for information security domain definitions and a premier certification authority. As such, this course will examine information systems security concepts according to the consortium's newly redesigned "eight domains of knowledge" model for their Certified Information Systems Security Professional (CISSP) certification. We will use course textbooks, open educational resources, current cybersecurity events, research and case studies to support our lectures, discussions and assessments. We will learn to apply some of the information systems security knowledge and skills through individual activities and practice exams. The course will provide you with an opportunity to apply the course subjects to a project that encompasses several of the major topics.

Students registering for this course will be assessed a course resource fee.

ECO 508 Managerial Economics   3 credits

Everyone knows that success in business is a matter of strategy. However, not everyone knows how to think through decisions strategically, using the tools of game theory and economic analysis to gain an advantage over opponents, and to change the game fundamentally in your favor. In this course, you will learn to use tools developed by economists to address common situations faced by managers in a day-to-day business environment. You don't have to win a Nobel Prize to understand the economic principles that have won these distinctions for economists that developed game theoretic thinking, and decision-rules based on market structure, consumer and firm behavior, and other elements of a commercial environment. In this course, you will learn to analyze a market, competitors, customers, employees, and purchasing decisions in order to gain traction on the variety of commercial roads traveled routinely in the world of business management.

HSC 510/BUS 510 Health Care Policy, Politics, and Power   3 credits

This course introduces you to the core elements of healthcare policy analysis, policymaking, and the far-reaching impacts that power-policy dynamics have on how policies are written and implemented. You will develop leadership skills in health policy analysis, development, and critique. Strategies to advocate for improved health policy and power-sharing in increasingly volatile healthcare and political arenas will be explored. You will develop expertise in a health-related policy of interest to you through the completion of a term-length project.

HSC 510 is cross-listed with BUS 510. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 516 Communication Strategy for the Health Care Leader   3 credits

Healthcare leaders have a profound responsibility to communicate effectively with diverse audiences. An increasingly remote workforce has created a sense of urgency to communicate effectively in the digital space. This course provides an overview of prevalent communication theories and a conceptual framework for strategic, effective health communication. You will examine a variety of contexts of communication typical to healthcare administrative roles, including communications planning, community-building, leading productive meetings, advocacy, inclusive communication across cultures, and crisis communication. Significant emphasis will be placed on new and emerging forms of leadership communication, ranging from myth-busting to social media and remote platforms. You will create a strategic communication plan within a health environment of your choosing and develop your own communication development plan.

HSC 516 is cross-listed with BUS 516. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 517 Contemporary Issues in Health Care Delivery Systems   3 credits

In this advanced healthcare delivery systems course, students gain an in-depth understanding of current issues and emerging trends facing leaders within healthcare delivery systems. The diversity and complexities of various healthcare settings are explored, along with the drivers of healthcare delivery. Themes of quality assurance, patient safety, access, and ethical leadership are infused throughout the course. Students apply what they have learned through analysis of real-life case studies.

HSC 525 Informations for Healthcare Leaders — 3 credits

Information management is vital to the functioning of health and public health organizations. This course equips you with the skills to guide ethical, evidence-based decision-making around current and emerging information technologies. It examines the use of healthcare technology in warehousing, communicating data, and safeguarding data and electronic health records. You will learn to leverage the power of informatics and your teams to positively impact health outcomes, improve organizational processes, and ensure all health information is protected. You will have the opportunity to work on a term-length project in which you analyze and identify solutions for an informatics problem impacting a healthcare organization.

HSC 526 Strategic Management of Health Care Organizations — 3 credits

Prerequisite: HSC 431 Introduction to Health Care Delivery Systems. This course is only a prerequisite for students in the MBA program that have no health care related background and are choosing this concentration.

This course explores theories and principles underlying strategic planning specific to health care environments. Through case study analyses, students learn strategies on how to position health care organizations in order to sustain a competitive advantage in a volatile reimbursement-driven industry. Some of the topics covered in this course include strategic positioning, strategies of mergers and acquisitions, and competitive advantage and profitability.

HSC 526 is cross-listed with BUS 526. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 528 Health Care Finance — 3 credits

Suggested Prerequisite:
Students in this course gain in-depth knowledge about the financial environment in which health care organizations operate. Students learn health care finance concepts, managerial and accounting principles, and various means of reimbursement for health services. Students complete a health care finance project to effectively demonstrate the steps in the budget process and practice using financial analysis tools.

HSC 561 Quality Management in Health Care — 3 credits

Healthcare quality is a cornerstone by which professionals practice and lead within their organizations. This course offers an in-depth exploration of healthcare quality, including essential principles and techniques relevant to quality improvement in all areas of health care. You will apply quality improvement theories and evidence-based processes to pressing quality issues facing health and public health providers and will learn how to use these processes to initiate and sustain changes.

HSC 644 Nutrition Science for Health Professionals — 3 credits

The world of nutrition has become increasingly controversial in recent decades. With so many diets to choose from and a population-wide quest for the "perfect diet, "understanding the science supporting healthy nutrition has never been more critical. Information that is portrayed as science-based is often at least partially inaccurate. This course will equip you with a foundational understanding of nutritional science. You will learn how to assess nutritional information for scientific rigor. From there, you will begin to apply the science to case-based learning, giving you opportunities to address nutritional issues in a culturally sensitive manner. You will learn about the role of food in culture, how food metabolizes in the human body, and how to formulate nutritional recommendations for both healthy individuals and those who are living with chronic disease.

HSC 645 Nutrition Across the Lifecycle 3 credits

Nutritional needs change over the life course. This course will equip you with a foundational understanding of nutritional needs across the lifespan of healthy individuals from conception through elderhood. You will learn how to assess nutritional needs based on life stage and develop evidence-based dietary recommendations for diverse populations across the lifecycle. You will examine the socioeconomic, cultural, and environmental influences on nutritional needs and preferences. Using simulated nutrition case conferences, you will gain valuable skills in culturally sensitive assessment, nutrition education, and development of dietary recommendations.

HSC 646 Health Education: A Cross-Cultural Perspective 3 credits

Health education is a critical tool for the health professional. This course will provide you with valuable career skills in assessing educational needs, planning, delivering, and evaluating culturally competent health education with diverse individuals and communities. By learning to apply learning theories and motivational interviewing, you will be equipped to deal with barriers that clients may face. A major focus will be on identifying and dispelling prevalent myths around health and nutrition, particularly those fueled by media and social media. By the end of this course, you will develop a health education intervention that can serve as a model for use in your career.

HSC 648 Nutrition and Chronic Disease 3 credits

Nutrition is a cornerstone for health and quality of life. Healthful nutrition is essential for the prevention of chronic disease and is a central intervention for people living with chronic disease. This course will provide you with an overview of various chronic conditions and the vital role that nutrition plays in prevention and treatment. You will explore a number of chronic conditions, including cancer, diabetes, cardiovascular disease, kidney disease, obesity, gastrointestinal diseases, and more. You will

have the opportunity to apply your knowledge by completing assignments focused on either preventing or managing a chronic condition using nutritional best practices.

HSC 697 Graduate Health Sciences Capstone 3 credits

Prerequisite: This course should be taken as the final course in the program, advisor approval required.
This end-of-program capstone course allows you to synthesize and apply the knowledge acquired throughout your graduate program. You will demonstrate mastery of skills required for advanced practice roles through varied assessments that address current and emerging practice-based and system-based issues in health care.

HSC 698 MS in Health Care Administration Capstone 3 credits

Prerequisite: This course should be taken as the final course in the program, advisor approval required.
This end of course capstone provides students with the opportunity to demonstrate knowledge achieved throughout the program. Students will complete a special project designed to address an issue faced by health care administrators.

IND 501 An Interdisciplinary Approach to Ethical Leadership 3 credits

This interdisciplinary course on ethical leadership will develop highly effective transformational leaders in their respective professions who formulate sustainable, ethically sound solutions to practical management problems encountered in a complex global environment. Students will learn how to set direction and work with multiple constituencies with divergent needs through an ethical lens that includes social responsibility and the intersections of diversity, culture, and environment, and how these differences affect best practices in management in their disciplines.

IND 502 Strategic Talent Management in a Complex World 3 credits

The interdisciplinary Leadership and Talent Management course will enable students to acquire the skills necessary to strategically lead

decisively across all functions in organizations, including recruitment and selection of employees, training and development, performance appraisals, health and safety, labor relations, and change management. Students will be introduced to leadership and talent management within and across disciplines and apply strategies to the private, public and not-for-profit sectors. This course will integrate legal, management, and social science research with an action learning-based approach to executive-level leadership education. Students will have the opportunity to apply these skills through their own disciplinary lenses and will gain an in-depth understanding of how these skills are applied in other disciplines.

IND 503 Data Driven Decision Making 3 credits

This course is an interdisciplinary approach to research methods and is designed to provide students with an introduction to statistical theory and practice. Students will learn how to research a current issue and interpret statistics for the fields of criminal justice, business, health sciences, and public administration, assuming leadership roles in their discipline.

IND 522 Leading High Performing Teams

Great organizations are built with high performing teams. In this course, students will learn about team dynamics, strategic techniques for high performance, and leading teams for success. The course utilizes leadership theories and team/follower theories to identify approaches to teamwork, construction, and conflict. Students will learn how to apply vision, strategic planning, and trending technologies to achieve more together. For their final project, students will perform a situational analysis on a real-world scenario.

MCJ 622\HSC 622 Grant Writing 3 credits

The course provides hands on learning and instruction on the art of grant writing and how it can be applied in nonprofit, academic and institutional settings. Students will work through the grant funding and application process, including: program need, program development, budget, objectives and outcomes and evaluation, as well

as, how strategic planning supports an organization in achieving its long term goals.

MCJ 518 Comparative Justice 3 credits

The course will provide a critical examination of the history, significance, and method of comparing and contrasting global criminal justice with those prevailing in the United States. Moreover, the course gives students significant understanding that no system is perfect and each has their own strengths and challenges—a sound model. Students elaborate on methods of evaluation of the individual system from a law enforcement leadership perspective by systematically comparing the criminal justice systems and examine both what works and doesn't work dependent upon the overall circumstances—relative to cultural and historical contexts. Students digest how each balance individual rights and the necessity for order maintenance.

MCJ 522 Pillars of Criminal Justice 3 credits

This course examines criminal justice issues from the perspectives of the three pillars (law enforcement, courts, and corrections) to see how they work together to affect change in society. Through the lens of current issues, theory, policy, and ethics the course will explore how actions taken by different components of the criminal justice system interact and play out in society. Students will have the opportunity to respond to events as a leader of each of the pillars.

MCJ 530 Legal and Constitutional Issues 3 credits

This course examines some of the more important legal and constitutional issues facing criminal justice practitioners. Topics such as the roles of the courts in our judicial system, the powers entrusted to the separate branches of our government, 1st and 2nd Amendment rights and guarantees, 4th, 5th and 6th Amendment protections and issues faced by the various players in the criminal justice system, and restrictions on employee freedom of speech will be discussed. The course also addresses lying and decision in criminal justice and racial prejudice and discrimination.

MCJ 628 Personnel Management in Criminal Justice 3 credits

This course presents highlights of the trials and tribulations of executives in Criminal Justice in all areas of personnel from recruitment and selection through training, motivation, discipline and promotion. The course evaluates, the policy and political considerations faced by those in a hiring position from the perspectives of different organization sizes and state laws such as right to work states versus union states.

MCJ 630 Risk Assessment in Homeland Security and Emergency Management 3 credits

This course provides an introduction to critical infrastructure protection and the policies, strategies, and practical applications of risk and resilience efforts from an all hazards perspective. Topics covered include an in-depth examination of national infrastructure protection policy, the roles and responsibilities of sector-specific agencies, coordinating frameworks, public-private partnerships, and the emerging issues of cybersecurity, interdependencies, and climate change. With a focus on policies that support critical infrastructure strategies, this course is designed to enhance the student's ability to recognize and evaluate risks associated with human-caused, natural, and technological disasters through a myriad of risk management approaches, including best practices used by the homeland security enterprise.

MCJ 650 Terrorism and Counterterrorism 3 credits

This course provides a multidisciplinary overview of the causes, methods, motivations and historical lessons surrounding terrorism and the United States' response to terrorism. Responses to terrorism are examined through three perspectives: intelligence, law enforcement and international relations. This course is intended to support the development of critical thinking and writing skills, so that students can critique research and policy decisions and discuss their findings in a capable and nuanced manner.

MCJ 651 Overview of Homeland Security and Emergency Management 3 credits

The homeland continues to experience new threats domestically, environmentally and through our cyber systems. Homeland Security and Emergency management professionals need to be able to predict, plan and execute plans to protect their communities. In this course emerging issues and lessons learned from past events will be explored. Students will identify potential threats in each of the 16 sectors, anticipate threats to their communities, identify the vulnerabilities and create plans to keep their communities safe. They will also present their plans to community stakeholders for consideration and implementation.

MCJ 652 Mental Health Issues in Criminal Justice 3 credits

This course gives students an understanding of the ways criminal behaviors and mental health issues are dealt with in the criminal justice system. The course also explores the philosophical conflict between treatment and punishment, and resources available in the Criminal Justice System.

MCJ 660 Human Trafficking 3 credits

This course on modern day slavery takes an in-depth look at human trafficking both domestically and internationally. It focuses on existing policies and practices of prevention and prosecution, such as victim and perpetrator identification, to combat these crimes and to protect and address the needs of victims. In the course student's role play members of a Human Trafficking Task force working a case as an investigator or as an advocate. Together the task force devises recommendations for future task forces.

MCJ 698 Capstone 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required. This is an advanced capstone course designed for students to demonstrate that they have successfully mastered the skills and knowledge presented to them during the course of the MSCJ program. Through a mixture of in-depth discussions,

independent research, and written analysis, students will synthesize and apply knowledge gained in the core and concentration courses. By developing an original project focused on social justice, students will demonstrate that they can identify problems in the field and have mastered the ability to apply research and critical thinking skills to address criminal justice and policy issues. This is a reading- and writing-intensive course that serves as the culmination of the students' work at the Master's degree program. This is an intense eight-week course requiring significant research and writing from the student.

MPA 500 Introduction to Public Administration Theory and Practice 3 credits

This course is an introduction to the study and practice of Public Administration. This course will provide an overview of the field of public administration, focusing on the functional roles of public administration in the political process. It will introduce students to concepts and practices in public administration, focusing on accountability and performance. Additionally, this course will explore the practical application of concepts to current issues to the field of public administration.

MPA 502 Public Management in a Political Environment 3 credits

This course analyzes concepts, methods, skills, and procedures involved in managing public organizations in a political environment. Throughout the course, you will consider problems of partnering, collaboration, social change, public opinion, organization, planning, decision making, performance evaluation, and management of human resources. The course utilizes project-based group assignments, individual assignments, discussions, and reflections to assess mastery of course concepts.

MPA 511 Public Budgeting and Financial Management 3 credits

This course will allow you to examine the key aspects of a public sector budget from identifying and securing key stakeholder support, to identifying state and local funding sources to be allocated based on the needs of an organization. You will also study the theory of budgeting from

the public sector perspective, with an emphasis on understanding and applying the principles of financial management.

Cross listed with MCJ 511.

MPA 531 Public Sector Technology 3 credits

This course explores ways in which technology is transforming the public sector. It analyzes the use of new technologies and strategies to identify needs, develop solutions, and deliver services more effectively. Students will discuss technology in such areas as public safety, education, transportation, economic development, finance, administration, and health and human services.

MPA 651 Contemporary Issues in Nonprofit Management 3 credits

This course explores the unique characteristics of non-profit organizations, and the impact of current issues on these entities in the United States. You will learn to expand your management and analytical skills, and your knowledge of the nonprofit sector in general, utilizing specific nonprofit management principles and techniques. Learning how to navigate the stakeholders in the nonprofit sector is a skill that is integral to management in the public arena.

MPA 698 Capstone in Public Administration 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required.
The Capstone course represents an integration of classroom learning with practical experience. You will solve real problems for public and nonprofit organizations through scenarios that apply to federal, state, and local levels of government, as well as an issue that you have identified in an organization of your choice. You will draw on the coursework and your own work experiences to develop specific recommendations for design, implementation, and evaluation of a project task. The course culminates with a complete, professional portfolio, ready to showcase to employers.

PBH 592 Biostatistics   3 credits

To succeed in the public health field, the ability to understand and apply basic statistical methods commonly used in the design and analyses of biomedical and public health investigations is essential. The major topics covered in this course include types of data, study designs, probability, hypothesis testing, power, and sample size. Emphasis is placed on applying appropriate statistical methods, interpreting the results across public health environments, and communicating effectively with diverse stakeholders.

Students not in the Public Health Concentration may take HSC 580 Research and Applied Statistics instead of this course.

PBH 603 Behavioral Health and Social Environment   3 credits

This course provides students an opportunity to examine theories, concepts, and models from the social and behavioral sciences, as they form the basis for health education and public health interventions on a variety of levels. Models of individual and interpersonal health behavior are examined, as well as community and group models of health behavior change. This course also addresses the emerging use of technology and social media in behavioral health interventions.

PBH 604 Epidemiology   3 credits

Epidemiology has long been an integral part of disease prevention and treatment interventions. Recent pandemics have spurred interest in understanding how disease spreads and how to stop the spread. Epidemiology provides valuable insights into what makes people healthy, chronic disease prevention, and a base of evidence to create and test interventions. In this course, you will develop an understanding of disease etiology and surveillance strategies. You will learn how to use data to identify trends in morbidity and mortality, as well as how this data can inform public health policy and best practices.

PBH 609 Critical Issues in Public Health 3 credits

This course examines emerging population-based issues, changing public health policies, and contemporary public health concerns. Students explore current public health issues within the context of their impact on regional, national. and global populations. Critical issues discussed include natural and man-made disasters, food and environmental safety, veterans' health, infectious and chronic diseases, human rights violations, and more.

PBH 610 Environmental Health   3 credits

Where we live, work, and play matters deeply in the health of a community. This course provides you with an opportunity to critically examine environmental health issues, contributing factors, and promising approaches that can be taken to improve the health of environments. You will explore factors that impact on air, water, land, and climate. This course will delve deeply into the intersects of health, environment, and social justice throughout the term. Policies that impact the safety of communities will be explored through a sociopolitical lens. Over this term, you will have several opportunities to identify, research, and propose strategies to address environmental issues of interest to you.

PBH 613 Program Planning and Evaluation for Public Health   3 credits

This course examines the history and development of health promotion programs as they impact the health of populations. Students hone their skills in applying theory to design, implement, and evaluate programs that competently address cultural, psychological, and behavioral factors impacting public health outcomes.

PBH 647 Vulnerable Populations   3 credits

In this course, students explore the meanings of health and vulnerability at the community and societal levels as well as the factors that contribute to differential access to health care. Selected theories and models for identifying and addressing underlying causes of vulnerability are explored, using social justice as a guiding ethical framework and the lens for viewing controversies, political debates, and opportunities for policy and practice change.

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