



GRADUATE COURSE CATALOG 2017-2018



GOODWIN
COLLEGE

This catalog was prepared with the best information available at the time. The Catalog is not an exhaustive list of all college policies and procedures. Furthermore, information is updated throughout the year. Users should also refer to the Student Handbook, the Goodwin College policy website (<http://www.goodwin.edu/policies/>) and other relevant webpages. Students are normally entitled to graduate under the degree provisions of the catalog in effect at the time of their first completed semester of enrollment. However, the college reserves the right to change the provisions of this catalog at any time, including, but not limited to, degree requirements, course offerings, fees, and listings in the calendar as necessitated by the college governing body or legislative action.

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Welcome

Dear Goodwin College Graduate Students,

It is my honor to share with you our new graduate catalog. These new opportunities for study represent a long-anticipated goal for the College: adding a new level of educational pursuit to our certificate, associate, and bachelor's degree programs. We believe that learning is a lifelong journey and that these additions to our academic offerings enhance the value of a Goodwin College degree.

Goodwin is an innovative learning community that empowers hard-working students to become sought-after employees. Our programs are designed with input from business owners and organizational leaders throughout the state. By adding well-prepared professionals to the workforce, we help improve the quality of life throughout our region for everyone.

We describe Goodwin as a “community-based educational organization.” Your experience here will encompass your specific area of interest and also help you grow as an aware, thoughtful, and contributing member of the greater community.

In this catalog, I trust you will find all the information you need to make your graduate experience the best it can be, empowering you to make informed decisions about your studies. If you have suggestions to improve the catalog, please share your thoughts with your program director.

As you join the Goodwin College family, I ask you to keep in mind that even after you receive your master's degree, you will always have the resources of the College to rely on, including the support of our Career Services team.

I wish you all the best as you continue along your educational path.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Scheinberg', written in a cursive style.

Mark Scheinberg

Goodwin College President

General Information

Mission Statement

The mission of Goodwin College is to educate a diverse student population in a dynamic environment that aligns education, commerce, and community. Our innovative programs of study prepare students for professional careers while promoting lifelong learning and civic responsibility. As a nurturing college community, we challenge students, faculty, staff, and administration to fully realize their highest academic, professional, and personal potential.

Purposes

1. To create a dynamic educational environment that prepares students for and advances students in professional careers while developing an appreciation for the humanities, arts, and sciences.
2. To educate students in an environment that celebrates diverse cultures, ages, experiences, and opinions.
3. To refine methods that support and retain undergraduate and graduate students.
4. To adapt our programs to the changing needs of our student body, the workforce, and society.
5. To enrich our local and global communities by forming and sustaining collaborative relationships that create educational, economic, and cultural benefits.
6. To assist our graduates with advancing their chosen professional opportunities.
7. To provide students with frameworks for making ethical decisions and conducting themselves with professional integrity.

History

Goodwin College was founded in 1999 with the goal of transforming the former Data Institute, a small business technology training center, into a regional force for economic development and educational access. In the years that followed, founder Mark Scheinberg led the nonprofit college as it earned accreditation from the New England Association of Schools and Colleges, Inc. (NEASC).

Within its first ten years, Goodwin College garnered an impressive list of milestones, including the development of one of Connecticut's leading nursing programs, approval to offer bachelor's degrees, and the construction of a new campus on the Connecticut River in East Hartford. The campus, built on a remediated brownfield, is often cited as the standard for smart growth and has won design and environmental awards, including "Project of the Year" from the Northeastern Economic Developers Association (NEDA), the leading economic development organization in the northeast.

Goodwin has consistently made a priority of serving a student population that is often underserved in Connecticut's higher education system. Of over 3,000 students, more than half are first-generation college students, and the student body reflects the diversity of the Hartford metropolitan area. The college's career-focused programs lead to strong employment outcomes for its graduates who secure employment in their chosen field or advance their education.

Regional Accreditation

Goodwin College is accredited by the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges, Inc. Regional accreditation by the Commission indicates that the institution of higher education meets or exceeds criteria that establishes institutional quality periodically applied through a peer review process. An accredited college or university is one that has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also confirmed through the accreditation process.

Regional accreditation applies to the whole institution, and is not a guarantee for every course or program offered, or the competence of individual graduates; rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding the accreditation status by the Commission should be directed to the administrative staff of the institution. Individuals may also contact:

Commission on Institutions of Higher Education
New England Association of Schools and Colleges
3 Burlington Woods Drive, Suite 100
Burlington, MA 01803-4514
(781) 425-7700
Email: cihe@neasc.org

College Hours

The Admissions and Administrative personnel are typically available from 8:00 a.m. to 7:00 p.m. daily, with some offices closing at 5pm on Fridays, and on Saturday and Sunday from 9:00 a.m. to 1:00 p.m. Holiday hours vary and are posted on the college website www.goodwin.edu.

Frequently Called Numbers

A complete employee directory is located on the college website:

<http://www.goodwin.edu/faculty-staff/>.

Toll Free Telephone	1-800-889-3282
Direct Fax:	(860) 291-9550
General Information:	(860) 528-4111
Directions to Campus:	(860) 528-4111
Academics/Registrar:	(860) 727-6708
Bookstore	(860) 727-6722
Business Office:	(860) 727-6784
Financial Aid:	(860) 727-6723
International Programs:	(860) 913-2227
Library	(860) 727-6782
Repayment Solutions:	(860) 913-2125

Academic Departments:

Nursing Department	(860) 727-6911
Business, Management, and Advanced Manufacturing Department	(860) 913-2038

Academic Calendar

The academic calendar is on the college website: <http://www.goodwin.edu/academics/calendar>. The calendar lists important dates (e.g., registration, first day of class, holidays).

Graduate Admissions

Accepted graduate students must have earned a baccalaureate degree from a college or university recognized and accredited by the Council for Higher Education Accreditation (CHEA). To help the college verify this information, applicants are required to submit official transcripts covering all previous undergraduate work. This information is also used to evaluate Grade Point Average (GPA) and transfer credit options. Each graduate program requires a minimum undergraduate GPA of 3.0. Applicants from foreign colleges and universities must meet equivalent standards of eligibility and are expected to submit official transcripts showing all coursework completed.

All Applicant Requirements

Applicants to Goodwin College's graduate programs are required to:

- **Complete** a [graduate application for admission](#).
- **Pay a \$50 non-refundable application fee** (waived for Goodwin College graduates)
- Submit **an official transcript** verifying receipt of a bachelor's degree from a regionally accredited institution with a Cumulative GPA of at least 3.0.

- Applicants with less than a 3.0 CGPA may be eligible to take two courses in the program as a non-matriculated student. Students earning a 3.0 GPA or higher will be allowed to matriculate into the program.
- **Provide a professional resume.**
- **Submit proof of immunizations** (measles, mumps, rubella, and varicella).

Students must also complete additional, program-specific admission requirements. They are listed in the Graduate Programs section of this catalog.

Non-Native English Speakers and International Students

Graduate students from other countries are welcome and encouraged to apply to Goodwin College master's programs. A student eligible for graduate study must have received equivalent to a bachelor's degree in their native country and must meet the further admission requirements of the graduate program of interest. The student's background and preparation must be such in content and scope as to indicate the ability to complete successfully the curriculum requirements of the Goodwin College graduate program.

Applicants for admission whose native language is not English are required to prove their proficiency with the English Language. Proficiency can be proven by submitting the results of an English Proficiency examination, such as the International English Language Testing System (IELTS) or the Test of English as a Foreign Language (TOEFL). The TOEFL scores must be in between 85 to 90 and the score for the IELTS must at least be a 6.5. Goodwin College will review each section independently to make sure that the writing and reading component is strong.

The college website provides prospective and enrolled international students with information on academic programs and student services available at the college and in the local community. Admission requirements for international students differ from domestic student requirements. For complete instructions and to access the online application, contact the International Admissions Team (860) 913-2227 and refer to the college website: <http://www.goodwin.edu/admissions/international/>.

Among the admission requirements are proof of English proficiency, a Certificate of Finances as well as translated and evaluated academic transcripts. International students may attend Goodwin College on an F-1 student visa and demonstrate satisfactory academic progress toward their degree. The college will issue the student an I-20 form once all the appropriate paper work and fees are submitted. International graduate students must be enrolled full-time for 9-credit hours every semester.

A certified financial statement is required of international students, confirming that all college and personal expenses are covered for the initial year of proposed attendance at Goodwin

College. Students can satisfy this requirement with a bank statement indicating the required amount of money for the academic year. International students are not eligible to receive any federal or state aid to offset their tuition and fees. Goodwin College's International Admissions Team can answer questions about the financial process and options.

Furthermore, enrollment requirements include proof of immunization and mandatory enrollment in Goodwin College's health insurance program. The course registration process begins once payment is processed and students have completed their mandatory orientation. Additional placement testing may occur at this time. All the International Program staff will answer your questions and provide ongoing support services.

Information about international graduate admissions, English Language Proficiency, Certification of Finances and much more can be found on our web pages at www.goodwin.edu/international.

Immunization

Students born on or after January 1, 1957, must submit evidence of immunization against measles, mumps, and rubella in compliance with Connecticut State Law Public Act 89-90 unless proof of a medical or religious contraindication is submitted. All students born on or after January 1, 1980 must also provide proof of adequate immunization against varicella (chicken pox). Students born in the United States before January 1, 1980, do not have to show proof of varicella vaccination. Adequate immunization for measles, mumps, rubella, and varicella consists of two doses of vaccine separated by at least 28 days with dose number one given on or after the first birthday. Any student who is not compliant will have a hold placed on future registration of classes until his/her documentation is received by the college.

Student Status

Matriculated Students

Individuals who have completed all of the requirements for admission and are accepted into a graduate program are considered to be matriculated. Graduate student status is determined on a semester basis by the number of credits that a student is registered to complete. To be considered a full-time graduate student at the college, candidates must be registered for a minimum of 9 credit hours per term. Graduate students who are enrolled for 6 credits in a term are considered to be half-time.

Non-matriculated Students

Non-matriculated students with appropriate preparation may take 3 to 6 credits (1 to 2 graduate courses) as a non-degree student with permission from the Registrar and the graduate program director. Students who want to take courses beyond these initial credits must be formally

admitted into the graduate program, and no more than 6 credits will be accepted toward the degree.

Transfer of Collegiate Credit

Graduate coursework may be transferred to the college graduate program under certain conditions. First, the credits must have been earned within the past ten years from an accredited college or university. Second, a minimum grade of B- is required for the courses to be transferred. Finally, transfer courses must be approved by the Program Director and the Transfer Coordinator, under the direction of the Registrar. A maximum of six (6) credits may be permitted to transfer into Goodwin College.

Officially transferred credit will be posted to the student's transcript upon the receipt of official transcript(s). Credits awarded are given the grade of TR and are not included in the calculation of the GPA. These credits will count both as credits attempted and as credits earned in determining Satisfactory Academic Progress. Once a student is matriculated into a Goodwin College graduate program, no additional credits earned at other institutions will be transferred.

Academic Standards, Policies, and Procedures

FERPA

The Family Educational Rights and Privacy Act (FERPA) is a federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

FERPA provides these rights:

1. Students have the right to inspect and review their education records within 45 days of the day Goodwin College receives a request for access.
2. Students have the right to request that a school correct records which they believe to be inaccurate. They should write to the Vice President for Academic Affairs, identify the part of the record they want changed, and specify why it is misleading.

If Goodwin College decides not to amend the record as requested by the student, the school will notify the student of the decision and advise the student of his/her right to a hearing regarding the request for amendment.

Generally, schools must have written permission from the student in order to release any information from a student's education record. However, FERPA allows schools to disclose records, without consent, to school officials who have legitimate educational interest.

In addition, schools may disclose without consent “directory” information such as a student’s name, address, telephone number, date, and place of birth, major field of study, degrees earned, honors and awards, and dates of attendance. Students may request to restrict the release of directory information by filing a "Request to Restrict" form in the Registrar's Office. Students who wish to have information shared with parents, legal guardians, and/or significant others must file a "Permission to Release" form in the Registrar's Office. Goodwin College notifies students annually of their rights under FERPA.

Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by Goodwin College to comply with the requirements of FERPA.

The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Ave., SW
Washington, DC 20202-5920
(800) 872-5327

Establishing Course Attendance

Graduate students must establish attendance in each course for which they are registered. Students have from the first day of their course through the fourteenth calendar day of a semester to establish attendance. Faculty report attendance on Census Day, which occurs on the fifteenth calendar day of each semester. Students who have not participated in their course by the fourteenth day of the semester will be withdrawn from the course.

In order to establish attendance, students must do at least one of the following, prior to Census Day:

- Student attends an on-ground class; OR
- Student posts to online discussion about an academic matter; OR
- Student submits an academic assignment either on-ground or online; OR,
- Student takes a quiz or test either on-ground or online.

Please note that posting to an introductory discussion board assignment does not constitute establishing attendance.

Students who do not establish attendance will be administratively withdrawn from the course(s) and will be listed as a No Start (NS). These courses will not be listed on the transcripts or counted as credits attempted.

For students who do not establish attendance for all/any course(s) by Census Day a refund of 100% of applicable tuition charges, less applicable fees and books, less \$500 for course withdrawn will be granted.

Students receiving Title IV funds should refer to the Financial Aid and Refund Policy in the catalog or on the Goodwin College website for any financial consequences related to non-attendance.

Course Registration

First semester graduate students register for classes with guidance from an advisor as part of the admission process. After the first semester, graduate students may register independently or with the guidance of their academic advisor or program director.

Returning students register for the upcoming semester in Week 7 of their current semester. Specific information about each registration period is available on the college website beginning Week 4 of each semester. Course offerings are available at www.goodwinsonisweb.com. Graduate students can access the Goodwin College website for registration details. Students should also check their Goodwin College email for registration reminders.

Before official online registration begins, students should:

- Discuss course selection with their program director or advisor;
- Make sure that their FAFSA is current;
- Check for registration holds in Sonis; and,
- Clear up any holds.

Graduate students who do not register during the official registration period are charged a \$100 late registration fee to register during the late registration period. Students may revise their original registrations during late registration without financial penalty. Changes made during the add/drop period may result in tuition and fee changes. Students should refer to the institutional refund policy to learn more about potential financial penalties that may occur because of a change in registration. All changes made to registrations are subject to review by the Financial Aid Office and the Registrar before they are considered final.

Course Changes - Add/Drop

Graduate students who wish to add a course must do so by the end of the first week of the semester. Prior to the beginning of the semester, students may add courses by accessing their registration page on Sonis, the college's student information system, and register for the course(s) that they wish to add. Once the semester begins, students can add or drop courses by downloading the Graduate Student Add/Drop Form located on the registrar's webpage (<http://www.goodwin.edu/registrar/student-forms>), sign the form and bring it to the Financial

Aid and/or Business Office and return it to the registrar's office. Once the registrar receives and process the Graduate Student Add/Drop Form, graduate students may print their new schedules from Sonis.

Course Withdrawal

Withdrawing before semester begins

Prior to the beginning of the semester, graduate students may delete courses from their registration by accessing their registration page on Sonis and deleting the course(s) they are no longer interested in taking. When students delete courses prior to the first day of the semester, no tuition charges are assessed for the deleted course(s). These courses will not appear on the transcript nor will they count as credits attempted.

Withdrawing from the first day of the semester through the fourteenth calendar day

Graduate students who have established attendance can withdraw from a course from day one of the semester through the fourteenth calendar day of the semester by completing an Add/Drop Form available on the Registrar's website. The Graduate Student Add/Drop form must be signed by the student, Financial Aid and/or the Business Office prior to sending to the Registrar's Office for processing. These withdrawn courses will not appear on the student's transcript nor will they count as credit hours attempted.

For financial consequences of withdrawing from a course from day one through day fourteen of a semester refer to the institutional refund policy. Students should check with the Financial Aid Office to determine what financial penalty may be assessed as a result.

All deadlines are published in the college catalog and are also available on the "Current Students" page of the college website. A student's enrollment status for the semester will be determined on the first day of the third week of the semester and shall be considered final for that semester unless the student withdraws from school or is granted a medical withdrawal.

Withdrawing from a course after the fourteenth calendar day of a semester

Graduate students who have established attendance may withdraw from a course after the fourteenth day of the semester through the end of week 13 of the semester.

Graduate students must complete and sign an Add/Drop form available on the Registrar's website. The Add/Drop form must be signed by the Financial Aid Office and/or the Business Office and returned to the Registrar's office for processing. A "W" will be assigned to the course and will appear on the transcript. The "W" will not be used in the calculation of the GPA, but will count as credits attempted. Students who have established attendance and withdraw from a course after the fourteenth calendar day of a semester will be charged 100% tuition. Excessive

withdrawals can impact Satisfactory Academic Progress and jeopardize financial aid eligibility, so students are strongly encouraged to get both academic and financial aid advice before withdrawing from courses.

Course withdrawal deadlines are published in the college catalog and are available on the website on the Current Students page. Deadlines will be strictly enforced. Withdrawals are not permitted beyond the deadline. After the deadline, students will receive an earned grade as determined by the instructor.

Failure to attend class is not an appropriate method of withdrawing from a course. Non-attendance does not cancel the financial obligation to pay fees and tuition incurred at the time of registration for classes. Students will remain liable for any outstanding payments of tuition and fees due to the college.

For financial consequences of withdrawing from a course after the start of a semester, refer to the institutional refund policy. Students should check with the Financial Aid Office to determine what financial penalty will be assessed as a result of withdrawing from a course.

Medical Withdrawal

Goodwin College, upon request and with appropriate documentation, may medically withdraw a student from their courses due to serious medical conditions that prohibit the student from completing his/her courses. Documentation will be required from a physician on the college's Medical Withdrawal form. The request for withdrawal and relevant documentation must be received in the Registrar's Office by the semester withdrawal date as indicated in the college catalog. In addition, Medical Withdrawals may affect a student's Satisfactory Academic Progress; please refer to the Satisfactory Academic Progress section in this catalog. Medical Withdrawals will be reviewed by the Records Review Committee (RRC); please refer to the Appealing Financial Aid /Finance Issues section under the Refund Policy. Graduate students who do not agree with the decision of the RRC may appeal to the Goodwin Appeal Board; please refer to the section on Appeals and Grievances.

Complete Withdrawal from College

Conditions may arise requiring the student to withdraw from the college by the withdrawal date indicated in the Graduate catalog. A student who wishes to withdraw from the college should:

1. Obtain a Graduate Student Withdrawal Form from the Registrar's Office or the registrar's website.
 - a. *Complete an exit interview with the program director either in person or over the phone.*

- b. Discuss all financial obligations with a Financial Aid Officer either in person or over the phone.*
 - c. Confer with a Student Account Specialist in the Business Office either in person or over the phone.*
2. Submit the completed form to the Registrar.

The official withdrawal date is the date the student officially initiates the withdrawal process.

Official notification to the college of a student's intent to withdraw must be made to the Registrar. Notification of intent to any other school official is not recognized as an official notification of intent to withdraw.

If applicable, a revised tuition charge or refund will be calculated by the Business Office. If a student who withdraws has received financial aid, he/she may be subject to the loss of some, or all, of the financial aid award. This may also result in the student having personal responsibility for repayment of financial assistance. Please refer to the college's Refund Policy.

Withdrawn graduate students must reapply to the college. Re-admitted graduate students must complete the academic requirements in effect in the catalog under which they are returning.

Withdrawal/Refunds

Currently, Goodwin has the following procedures regarding refunds if a student **withdraws from the college** regardless of part-time or full-time status:

If a student submits a notice of withdrawal from the college prior to the first day of the semester, 100% of applicable tuition and fees for the course(s) withdrawn (less books purchases) will be refunded.

If an attending student officially withdraws from the college between day one and the 14th calendar day of the semester, 100% of total tuition, less \$500 per course withdrawn (less fees and books purchased) will be refunded.

No refund of tuition or fees will be granted for withdrawing from the college after the 14th calendar day of the semester.

Goodwin has the following procedures regarding refunds if a student **withdraws from the course(s)** regardless of part-time or full-time status:

If a student withdraws from a course(s) prior to the first day of the semester, 100% of applicable tuition and fees for the course(s) withdrawn (less books purchased) will be refunded.

If a student does not establish attendance in any course(s) by the 14th calendar day of the semester, student will be withdrawn from the course(s). 100% of applicable tuition for the course(s), less \$500 per course withdrawn (less fees and books purchased) will be refunded.

If an attending student withdraws from a course(s) from the first day through the 14th calendar day of the semester, 100% of applicable tuition for the course(s) withdrawn, less \$500 per course withdrawn (less fees and books purchased) will be refunded.

No refund of tuition or fees will be granted for an attending student who withdraws from a course(s) after the 14th calendar day of the semester.

Readmission

Former Goodwin College graduate students who wish to re-enroll at the college must apply for readmission through the Admissions Office. Graduate students who were academically dismissed from their graduate program are not eligible for readmission to the College.

Internships

All graduate students who participate in an internship or field work experience must abide by the department policies and procedures, as well as the policies and procedures of the institution or organization where the learning taking places.

Comprehensive Assessment

Requirements for a master's degree include a capstone course in which students complete at least one of the following: a comprehensive exam, a written thesis based on independent research, or an appropriate special project. Students must earn a grade of B- or higher in their capstone course. All prerequisites must be completed before students can register for theses or capstone projects. Consult the individual program pages in this catalog for more information about prerequisites and capstone information specific to the desired program.

Limit for Degree Completion

Graduate students are expected to complete their program within seven (7) years maximum.

Graduation and Degree Conferral

The Board of Trustees of Goodwin College is authorized to confer Master of Science, Bachelor of Science, Associate in Science degrees, and Collegiate Certificate to qualified candidates who have met all requirements. Graduate students nearing the completion of their program must complete an *Application for Award of Credential* for each credential they believe they are qualified to receive prior to their last semester of study. The Application for Award of Credential is available on the college website only and must be electronically submitted to the student's program director and to the Registrar for the purposes of a final degree audit. Candidates' transcripts will be evaluated under the catalog in effect at the time of admission. If the candidate changed programs, the catalog used shall be the one in effect at the time of the program change.

Candidates who have not met all of the requirements for graduation will be notified by the Registrar's Office.

For purposes of clarity, the term "graduation" refers to program completion. Students are assigned a graduation date based upon the semester in which program requirements were completed. The term "conferral" refers to the actual bestowal of the degree which happens twice a year, once on the date of our Commencement Ceremony and once at the end of the fall semester.

Because the college holds Commencement once a year, in June, students who anticipate completing their program at the end of the summer semester following Commencement are invited to participate in the ceremony. Participants must have their last two or fewer courses (six or less credits) in progress to be included in the ceremonies.

Transcripts

Graduate students may view their unofficial transcript by logging into their Sonis account. Requests for official transcripts must be made in writing, accompanied by a \$10.00 administrative fee which is submitted to the Business Office. Official transcripts are released by the Registrar's Office only after all other offices have issued clearances for the student.

Academic Integrity

At Goodwin College, we value integrity as an essential component in our interactions with each other. We believe that the purpose of higher education is for students to learn to think critically and to express their own opinions using their own ideas. The concept of academic integrity in all intellectual pursuits is a value that is fundamental to academic life and scholarly practice. All students at Goodwin College are obligated to uphold high standards of academic integrity in their scholarship and learning. It is expected that students take personal responsibility for their work and acknowledge the ideas of others. Academic integrity means doing one's own work and giving proper credit to others whose ideas and work a student is utilizing. It is the responsibility of each student to become familiar with what constitutes academic dishonesty and plagiarism and to avoid all forms of cheating and plagiarism.

Goodwin College defines academic dishonesty as including, but not limited to, (a) plagiarism: presenting, as one's own, the ideas or words of another person or persons for academic evaluation without proper acknowledgement and (b) cheating: providing or receiving assistance in a manner not authorized by the instructor in the creation of work to be submitted for academic evaluation including papers, projects, and presentations.

The entire Policy on Academic Integrity is available in the Student Handbook and on the college website in the undergraduate college catalog.

Grading System

Grades are an indication of the standard of academic work performed. Throughout their program of study, students will be continually apprised of their academic progress. Students' grades are provided at the end of each course.

Goodwin College uses the following academic grading system. The chart also describes the impact of each grade on a student's academic progress.

Grade	Quality Points	Explanation	Included in Credits Earned	Included in Credits Attempted
A (93-100)	4.0	Excellent	Yes	Yes
A- (90-92)	3.7	Excellent	Yes	Yes
B+ (87-89)	3.3	Good	Yes	Yes
B (83-86)	3.0	Good	Yes	Yes
B- (80-82)	2.7	Good	Yes	Yes
C+ (77-79)	2.3	Satisfactory	Yes	Yes
C (73-76)	2.0	Satisfactory	Yes	Yes
C- (70-72)	1.7	Below Average	Yes	Yes
D+ (67-69)	1.3	Poor	Yes	Yes
D (63-66)	1.0	Poor	Yes	Yes
D- (60-62)	0.7	Poor	Yes	Yes
F (below 60)	0.0	Fail	No	Yes

Grades followed by an "R" on transcripts indicate that the course has been repeated.

Grades not used in the calculation of GPA:

Grade	Quality Points	Explanation	Included in Credits Earned	Included in Credits Attempted
P	N/A	Pass	Yes	Yes

TR	N/A	Transfer Credit	Yes	Yes
UG	N/A	Ungraded	No	Yes
CBE	N/A	Credit by Examination	Yes	Yes
AU	N/A	Audit	No	No
W	N/A	Withdrawn	No	Yes
INC	N/A	Incomplete	No	Yes
EC	N/A	Credit Awarded for Experiential Learning	Yes	Yes
EXT	N/A	Continuing Education Credit	No	No
AP	N/A	Advance Placement	Yes	Yes

Grade points are calculated by multiplying the number of quality points of each grade total by the total number of assigned credits for that course. The GPA is obtained by dividing the total number of grade points earned by the total number of credits attempted.

A student's transcript identifies two different GPAs. The first is the Semester GPA, which is based on the courses taken only for that semester. The second is a Cumulative GPA (CGPA) that consists of all the courses a student has taken at the college and the grades received.

Appeal of Grades

Grades are part of the student's permanent record. In rare instances, there can be situations in which course grades may need to be changed. These include computational errors, clerical errors, or the discovery of overlooked components in a student's body of work. Students are able to view their final grades on Sonis and are responsible for checking their grades at the end of each semester. Students must appeal a final grade within one semester of the grade's issue date.

A student who believes that an error in grading has occurred may request a review by the instructor of record until the end of the semester following the one in which the grade in question was earned. Students may appeal a grade by submitting a completed Grade Review Request available in the Registrar's Office. If the instructor believes the change is justified, the instructor will initiate the grade change, and the student will be notified. If the instructor does not agree with the grade change, the student may appeal the decision to the department chair within 15 days of the instructor's decision. If this process results in agreement that the grade should be changed, the instructor will initiate the grade change and notify the student. If the agreement is that a grade change is not justified, the department chair will notify the student in writing with a copy to the instructor. All grade changes must be reported to the Registrar's Office. If the problem is still not resolved, the student may appeal the grade to the Goodwin College Appeals Board, the final arbitrator of all grievances.

Course Incompletes

An Incomplete is a temporary grade assigned by the faculty member. Course Incompletes are counted as credit hours attempted but not earned. Generally, if a student receives an “Incomplete,” he/she has 2 weeks from the end of the course to complete all course requirements in order to receive a grade for that course. For capstone or internships courses, students may have up to an additional semester to complete these courses. If requirements are not met, the Incomplete will be converted to an “F.” Academic standing will be recalculated after the “INC” is replaced with a grade. In both cases the final grade will then be included in calculating the student’s GPA and count as credits attempted. In cases where the Incomplete has been issued for a prerequisite course, the student may not be allowed to move on to the higher-level course if the Incomplete has not been replaced with a satisfactory grade.

Credit Hours

Goodwin College complies with federal regulations defining the credit hour and describes all collegiate courses in semester credit hours. A credit is a unit of academic achievement that is awarded upon successful completion of a course and is not necessarily an indicator of credit transferability. Goodwin College offers three semesters in a calendar year. An academic year consists of the three semesters beginning in September. Each semester is 15 weeks in length. Two semesters constitute an academic year for purposes of financial aid. Day and evening courses are 15 weeks in length. For a complete description of the college's credit hour policy and procedures, refer to the college's website: <http://www.goodwin.edu/policies/>.

Satisfactory Academic Progress

All students must maintain Satisfactory Academic Progress (SAP), defined as achieving minimum academic standards, progressing at a satisfactory rate toward program completion, and completing the program of study within the maximum time frame, in order to remain enrolled in the college. Graduate students must earn a Cumulative Grade Point Average (CGPA) of 3.0 and a rate of completion (PACE) of 67% throughout the course of their program. Students will also be expected to receive a grade no lower than a B- in all enrolled courses. If the student earns a grade below a B- in more than one course, the college will withdraw the student.

Maximum Time Frame

Maximum time frame is defined as 150% of the length of an academic program, measured in semester hours attempted. For example, using the 150% maximum, students enrolled in a program that is 30 semester hours in length must complete the program with a CGPA of 3.0 and 67% rate of completion by the time they have attempted 45 semester hours.

If at any point it becomes mathematically impossible for the student to complete his/her program within the maximum time frame, the student will become ineligible for federal financial aid and will be notified via Goodwin College email.

Evaluation Points

A student's academic progress toward meeting SAP requirements is evaluated at the end of each semester. CGPA and rate of completion (PACE) are reviewed to determine Satisfactory Academic Progress. Students must meet all of the minimum standards to be considered in good standing.

Academic Warning

At the end of each semester, each student's CGPA, PACE, and maximum time frame are reviewed to determine whether a student is meeting Satisfactory Academic Progress requirements. Students who are not meeting the 3.0 CGPA and 67% PACE standards at the end of a semester will be placed on Academic Warning for the next semester. Academic Warning status is assigned to the student by the Academic Progress Coordinator without the need for any appeal. All students placed on Academic Warning will be notified via Goodwin College email before the start of the next semester. Students on Academic Warning are eligible to continue to receive federal financial aid for one semester.

During the semester which a student has been placed on Academic Warning status, the Academic Progress Coordinator will evaluate a student's academic standing to determine if he/she is meeting the minimum standards of SAP. Students who raise their CGPA and PACE at or above SAP standards will return to good standing. Students who do not meet the SAP standards will no longer be eligible to receive federal financial aid, unless the student successfully appeals the determination and is placed on Academic Probation. All students not meeting SAP requirements will be notified via Goodwin College email before the beginning of the next semester.

Appeal Process

Graduate students who lose their eligibility to receive federal financial aid may appeal to the institution for reinstatement of eligibility. A student may also appeal for exceeding maximum timeframe. A typed appeal must be initiated by the student and sent to the Academic Progress Coordinator. The deadline for the appeal will be emailed to students via Goodwin College email. The appeal must be based on mitigating circumstances such as the death of a relative, injury or illness of student or family member, or other special circumstances that prohibited the student from making SAP. The appeal must also provide information regarding what has changed in the student's situation that will allow the student to meet SAP standards at the next evaluation point. Furthermore, student must demonstrate that such circumstances will not continue to adversely

impact his/her academic performance. The Graduate SAP Appeal Board will review and approve/deny all appeals.

If received in a timely fashion, all appeals will be responded to before the beginning of the next semester. If a student's appeal letter is approved, he/she will be eligible for federal financial aid and be placed on Academic Probation. Students whose appeal letters are denied will no longer be eligible to receive federal financial aid. All students will be notified of the outcome of their appeal via Goodwin College email.

Academic Probation

If the Graduate SAP Appeal Board approves the appeal and determines that the student can meet SAP standards by the end of the subsequent semester, the student will be placed on Academic Probation and will be eligible to receive federal financial aid for one semester.

At the end of the semester on Academic Probation, the student must raise his/her GPA and PACE to the SAP standards in order to return to good standing. If the student does not meet these standards, the student is no longer eligible to receive federal financial aid funds. Students will be notified of their academic standing through their Goodwin College email.

Costs

Tuition for our graduate programs is competitive with other private non-profit colleges in CT.

Non-Goodwin College Graduates

Tuition	\$750 / credit
General Student Fee	\$300 / semester
Technology Fee	\$150 / semester
Program Fees	See below

Goodwin College Graduates

Tuition	\$660 / credit
General Fees	Waived
Technology Fee	Waived
Program Fees	See below

Program Fees

This schedule of fees is comprehensive and is expected to prevail during the 2017-2018 academic year. The Board of Trustees of Goodwin College reserves the right, at any time, to authorize changes. All fees are non-refundable.

Task Stream Fee	\$100
MSOL Capstone Fee (OL 695)	\$100
MSN Background Test (NUR 695)	\$65
MSN Drug Test (NUR 695)	\$40

Administrative Fees

Official Transcript of Academic Work	\$10
Late Registration Fee	\$100
Late Payment Fee	\$50
Payment Plan Fee	\$40 per semester
Returned Check Fee	\$25

Financial Aid

The Goodwin College Financial Aid Office is dedicated to giving students the personal attention needed to help them find the financial means to pay for their graduate education. A variety of financial aid is available to qualified individuals in the form of grants, loans, part-time employment, and scholarships. Some of these funds originate from federal and state agencies and some originate from local government and community-based organizations. Some funds originate from Goodwin College in the form of institutional grants. Scholarships and grants do not have to be repaid. Loans have to be repaid. Typically, federal loans are repaid if the student graduates, is enrolled less than half-time, or is no longer enrolled in the college. The Office of Financial Aid encourages you to visit our webpage at: <http://www.goodwin.edu/financial-aid/>

Loan Repayment

The Repayment Solutions Department of Goodwin College is pleased to announce a partnership with Inceptia, a non-profit organization providing premier expertise in default prevention and debt management in relation to student loans. Together with Inceptia, we identify students needing immediate, short term, and long-term student loan management guidance. We offer financial counseling to all students using a customized plan of action. While Repayment Solutions' outreach begins during the admissions process, Inceptia's outreach begins during a student's loan repayment period. Throughout a student's federal loan repayment cycle, our partnership emphasizes our mutual commitment to student loan repayment success.

FAFSA

To apply for financial aid; follow the steps below. Please remember that many scholarships require you to complete the **Free Application for Federal Student Aid (FAFSA)** in addition to the scholarship application.

Step 1: Get an FSA ID

The FSA ID is a username and password combination that gives you access to Federal Student Aid's online systems. It can also serve as your legal signature. If you don't have an FSA ID by the time you fill out your online Free Application for Federal Student Aid (FAFSA), you will be prompted to apply for one. Get a head start on that process by creating one at www.fsaaid.ed.gov.

Step 2: Complete the FAFSA

Complete the FAFSA annually online at www.fafsa.ed.gov. It becomes available October 1 for aid in the following year. The Goodwin College Federal School Code is: 015833. You will need your 2015 federal tax information for the 2017-2018 FAFSA.

Federal Direct Unsubsidized Loans

Graduate students may be eligible for funds under the Federal Direct Unsubsidized Loan program. To determine eligibility, students must:

- Complete a FAFSA
- Be enrolled in a minimum of six credits per semester
- Complete a Direct Loan Master Promissory Note and entrance counseling prior to first disbursement. These are completed online at www.studentloans.gov.

An exit interview is required after student drops below half-time or ceases enrollment. For current interest rates and loan fees; please see www.studentaid.gov.

Federal Direct Graduate PLUS Loan

Graduate students needing to secure funding in addition to the Direct Unsubsidized loan program may be eligible for a Graduate PLUS loan.

To determine eligibility, students must:

- Complete FAFSA
- Be enrolled in a minimum of six credits per semester
- Meet annual maximum loan eligibility under the Federal Direct Subsidized and Federal Direct Unsubsidized Loan Program

- Complete a Direct PLUS Master Promissory Note and Entrance Counseling prior to first disbursement. These are completed online at www.studentloans.gov.

Eligibility is contingent upon credit approval after submission of application on www.studentloans.gov. For current interest rates and loan fees; please see www.studentaid.gov.

Scholarships

Students are encouraged to search and apply for scholarships. For scholarships specific to graduate students; please see the graduate section of our scholarship webpage at:

www.goodwin.edu/financial-aid/scholarships.

Federal Work-Study Program

The Federal Work-Study (FWS) Program provides part-time employment for graduate students enrolled in at least 6 credits, have indicated interest and have financial need. FWS is not available to students in online programs. The job can be on or off campus. Students may use these funds to offset their educational and personal expenses. Students may work no more than 15 hours per week and may not perform their duties during scheduled class times. Awards are paid directly to the student in the form of a paycheck. For more information, please contact the financial aid office.

Notification of Awards

Graduate students are advised of award amounts in award letters, which are provided online and also given to new students when processing is complete. These awards are based on information from the FAFSA application, which may be estimated and subject to change. Students are encouraged to view their award for the current semester by accessing the NetPartner website. On the Awards tab of NetPartner, the student may also view the Financial Aid Disclosure Sheet (commonly referred to as the Shopping Sheet), which will outline their total charges and gift aid for the entire award year. Federal and State awards are not final until the information reported on the FAFSA application has been verified as accurate by the Financial Aid Office. The award notice is for one academic year (2 semesters) and outlines the types and amounts of aid offered. All new and revised award notices must be acknowledged by the students in one of the following manners: giving Goodwin College permission to accept the awards for them, signing the award notice, or accepting the awards on NetPartner. The parent of a dependent student who borrowed through the PLUS program must sign the award notice.

This notification represents the most equitable offer based upon the information provided and the funds available to the college. The availability of funds from federal and state programs is subject to federal and state appropriations and to changes in federal and state legislation and regulations.

When their financial circumstances change, students are expected to notify the Financial Aid Office so that adjustments on the award package can be made. When outside awards are received, the student is required to notify the Financial Aid Office to assure that these awards are credited to the student and to the aid package where mandated by federal and state law.

Students should direct any questions related to financial aid at Goodwin College to the Financial Aid Office. The Financial Aid Office has extensive information on specific financial aid programs and federal and state regulations.

Before adding or dropping a course, transferring programs, withdrawing from a program or beginning a medical withdrawal, students must check with the Financial Aid Office regarding any financial charges or penalties involved.

Questions regarding procedure or awards should be directed to the Financial Aid Office, Goodwin College, One Riverside Drive, East Hartford, Connecticut 06118 (860) 727-6723.

Non-Academic Regulations

Identification Cards

All Goodwin College students use Identification Cards. Students acquire them by the end of the admissions and first enrollment process.

Cancellation of Classes Due to Inclement Weather or Other Emergencies

The administration carefully considers student safety, weather reports, and the ability to clear campus parking when deciding on inclement weather closings. Every effort is made to post closings by 7 a.m. for day classes and 3 p.m. for evening classes, but allowances must be made for changing weather and road conditions. Announcements are posted on:

Channel 3	WFSB - TV
Channel 30	WVIT - TV
Channel 61	WTIC - TV
	FOX CT

Students can also check the homepage of the College website (www.goodwin.edu), Facebook, and Twitter or call 860-528-4111. Goodwin does not use the campus emergency notification system for weather closings.

When classes are canceled, individual faculty members may opt to conduct class online or hold a scheduled make-up session. Students are responsible for checking Blackboard and their Goodwin email regularly, particularly on days when classes are canceled, to learn of any

alternate arrangements. If a canceled class is rescheduled, a student who is unable to attend will not be penalized for non-attendance but is still responsible for the work missed.

Student Resources and Support

The Student Services Department provides students with resources and programs that help them get the most out of their Goodwin College experience outside of the classroom. Through six different offices, staff strive to create an impactful campus environment. There are many opportunities for becoming involved in the campus community. There are also many opportunities to develop leadership skills and diversity competencies that serve to enrich all students' personal, social, and intellectual development. Students should refer to the website for current information: <http://www.goodwin.edu/student-services/>.

Orientation

All new students are encouraged to participate in a scheduled campus orientation or an online orientation. New student orientation is designed to provide students with the resources needed to be successful at Goodwin College. During orientation, students meet college administrators, staff, student leaders, and faculty, and are provided with valuable information about critical campus services.

Student Organizations

Goodwin Colleges offers a wide range of clubs and organizations that serve to build community as well as help undergraduate and graduate students, staff, and faculty develop new skills and interests. Refer to the website for current information <http://www.goodwin.edu/clubs/>.

Student and Community Engagement

Students are encouraged to get involved in campus life. Throughout the academic year, students and their families are invited to various to participate in campus and community events and activities. These events have been developed and tailored to build social connectivity between students, faculty and staff and are announced on the college website <http://www.goodwin.edu/student-engagement/>.

Hoffman Family Library

The Hoffman Family Library, located in Goodwin College's main campus building, is designed to provide support for all student, faculty, and curricular needs. The library hours are posted on the website. The library offers extended hours during exam weeks. To address individual study and research needs, there are computer workstations, laptops available for in-house use, and Wi-Fi throughout. The library offers leisure seating, study carrels, research tables, group study

rooms, a computer classroom, a collaboration station, book stacks, and an area for periodicals and newspapers.

The library holds over 8,000 physical books in-house, as well as more than 100 periodical subscriptions and a wide variety of audio visual resources. The reference collection, in keeping with current best practices in academic libraries, is entirely electronic to allow 24/7 access. The library director, in collaboration with faculty and professional library staff, provides ongoing collection development with both print and electronic resources to fully support the requirements of the curriculum. Selection is based upon professional reviews, relevance to the curriculum, and faculty and staff recommendations.

The library has substantial online collections. The library website (<http://www.goodwin.edu/library>) is accessible from multiple devices and provides essential information on services and collections, giving an integrated research experience with access to resources and research guides. The library subscribes to over 100 research databases, provides access to over 300,000 eBooks, and includes a wealth of full-text online journals and periodicals.

Through the library's participation on the Council of Connecticut Academic Library Directors, Goodwin College students have borrowing privileges from an additional 14 private academic institutions in the state including all of the libraries at Yale University. The library supplements these services with interlibrary loans through OCLC's "WorldShare ILL" service which allows it to request materials from hundreds of libraries across the country, and through membership in the National Network of Libraries of Medicine (NNLM) which provides access to DOCLINE interlibrary loan of biomedical journals.

Goodwin College's Flagship Collections (<http://goodwin.libguides.com/flagship>) is an online repository that highlights college scholarship of various types: journal articles, dissertations, theses, creative writing, and professional presentations. The Flagship Collections are an open and permanent digital presence for the scholarly work of the Goodwin College community. Goodwin faculty, staff, and students are encouraged to publish work in this repository. The Flagship Collections also contain an online archive of historical materials related to the college.

Academic Success Center

The Academic Success Center seeks to promote student success by providing individual and group tutoring. For graduate students, the Academic Success Center focuses on the development of writing and analytical skills. Tutors are available to assist graduate students in-person or virtually. Tutors offer critical feedback about writing, answer questions, and guide students to available resources. All writing tutors are professional tutors. The Academic Success Center is equipped with computers that students may use to write anytime the Academic Success Center is open. More information is available on the website: <http://www.goodwin.edu/academic-success-center/>.

Career Services

The Career Services team helps students and graduates develop professionally as they progress in their career. The mission of Career Services is to support and empower students in developing, evaluating, and effectively implementing their career plans. To fulfill this mission, counselors provide opportunities for students to become the best possible career-ready candidates that they can be. Students are encouraged to develop a relationship with a career counselor. Our counselors assist students with every stage of the career planning process. We offer a variety of information and resources, including:

- Individual career counseling
- Utilizing College Central Network
- Career fairs
- Employer networking events
- Lunch and learn workshops on a variety of career-related topics (e.g., social networking)
- Information about local, off-campus opportunities and resources for career planning, employment and promotion

More information about Career Services resources can be found on the college website:

<http://www.goodwin.edu/career-services/>.

AccessAbility Resources

The AccessAbility Services Office assists students with disabilities to secure accommodations and services that promote success. Goodwin College complies with the mandates created by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act. Students who have a documented disability are strongly encouraged to contact the AccessAbility Coordinator in advance of their enrollment so that accommodations are in place on the first day of matriculation. Guidelines and policies are provided to students who request this information. If you have any questions, please contact the AccessAbility Coordinator, AccessAbilityServices@goodwin.edu, or review the website for more information <http://www.goodwin.edu/accessability/>.

Counseling Services

The mission of Counseling Services is to provide students with opportunities for personal, emotional, and academic development, and to help guide students toward successful completion of their college education. In addition, in accordance with Goodwin College's mission, Counseling Services seeks to foster lifelong learning and to promote civic responsibility. Our therapists will:

- Provide a safe and nurturing environment where students can identify and align their personal goals with their academic goals.

- Collaborate with faculty and staff to help students develop self-knowledge, strategies, and coping skills necessary to succeed personally, academically, and professionally.
- Provide individual counseling for any issue including, but not limited to bereavement support, emotional difficulties, domestic violence, and substance abuse.

Students who take advantage of these services will enjoy a one-on-one relationship with a counselor. Group sessions are also formed throughout the year on a needs basis. Referrals to the counselor can be made by faculty, staff, or self-referral. Every referral remains confidential. More information can be found on the website: <http://www.goodwin.edu/counseling/>.

Graduate Programs

Master of Science in Nursing (MSN)

The Master of Science in Nursing (MSN) is a 30-credit program developed to provide advanced education in nursing with a specialty focus in Population Health. Students will expand their skill sets in the concepts of research, healthcare related policies and political impacts, leadership and communication, and those skills related to population health and case management. Core areas of advanced nursing practice including pathophysiology, pharmacology, and physical assessment are included in the plan of study. The program is offered in an online format in order to accommodate the schedules of nurses in the workforce. The curriculum will provide newer and more seasoned nurses the opportunity to examine in-depth concepts related to healthcare. By doing this, our graduates will be equipped to impact the present healthcare system focusing on prevention as well as treatment, and utilizing available resources to their full potential. The credits earned in this degree will easily transfer into specialized MSN fields or doctoral programs should the graduate wish to pursue a doctorate.

Admission Requirements

In addition to the meeting the college's requirements of all graduate program applications, students interested in the **Master of Science in Nursing Program (MSN)** must also:

- Provide a current, valid RN license;
- Write a formal 800 - 1000 word personal statement of their nursing career goals;
- Successfully complete a 3-credit college-level statistics or higher level research course with an earned grade of 'C' or better; and,
- Provide evidence of two years working experience or the equivalent in the role of a registered nurse or waiver from MSN faculty admissions committee.

Graduate Requirements

Graduate students must earn a Cumulative Grade Point Average of 3.0. Students must also earn a grade of B- or higher in their capstone course.

Program Outcomes

By the end of this program the learner will be able to:

1. Integrate basic philosophies from the sciences and humanities to provide high quality nursing care across the life span in diverse settings.
2. Lead with the ability to make ethical and appropriate critical decisions from an organizational and systems perspective.
3. Manage the provision of patient care with a focus on patient education, safety, and continuous quality improvement; efficiently navigating through the health care system.
4. Utilize informatics to translate relevant evidence-based practice, research, and current healthcare strategies, communicating this information to other healthcare team members to promote quality population health.
5. Recognize their role in advocacy with the policy process to appropriately employ cultural advocacy techniques to influence population health standards.
6. Incorporate the knowledge gained at the master's level to act as a change agent in the greater healthcare systems.
7. Value the practices of lifelong learning while building and leading interprofessional healthcare teams.

Curriculum

NUR 500	Pathophysiology for Advanced Nursing Practice	3 credits
NUR 510	Pharmacology for Advanced Nursing Practice	3 credits
NUR 540	Physical Assessment for Advanced Nursing Practice	3 credits
NUR 600	Theoretical Basis for Advanced Nursing Practice and Leadership	3 credits
NUR 610	Seminar in Nursing Research	3 credits
NUR 620	Policy, Politics and Organization of Healthcare	3 credits
NUR 630	Healthcare Quality: Communication and Informatics	3 credits
NUR 640	Theoretical Foundations of Population Health	3 credits
NUR 695	Capstone: Clinical Applications in Population Health	3 credits
OL 510	Leadership Practices in Organizational Communications	3 credits

Total 30 credits

Master of Science in Organizational Leadership (MSOL)

The Master of Science in Organizational Leadership (MSOL) is a 36-credit graduate program developed in response to the demand for organizational knowledge in employees who seek career or advancement opportunities in government, corporate, and non-profit entities. Students will develop skills and knowledge that transcend individual organizational contexts, whether private or public, service or manufacturer, corporate or non-profit.

The online, on-ground and hybrid master's program will provide the opportunity for students to better understand organizational structures and positively contribute to those organizations as informed employees. Through the study of individual, group, and organizational behaviors, students will integrate knowledge of human action, communication, and change in organizations. Students will become well-versed in contemporary organizational theories and practices to make their contributions to the organization more effective. Participants may seek to pursue administrative, supervisory, or advanced roles within their organization.

This master's degree program is designed to meet the needs of traditional students moving through a graduate program as well as adults who desire to better position themselves in their respective organizations. This program of study integrates analysis of theory, case studies, service learning, and research while encouraging thoughtful and creative approaches to understanding organizational structure that are assessable, measureable, and observable. This degree program is focused on realistic, accurate, and sound interpretations of the complexity and diversity found in different organizational settings. The program strives to be consistent in scope with graduate college standards, and consistent with industry outcomes.

Program Outcomes

By the end of this program the learner will be able to:

1. Critique the nature of leadership as it impacts corporate, government, and non-profit organizations across a variety of sectors.
2. Discriminate ethical considerations and implement practices that exemplify authentic leadership.
3. Distinguish leadership styles and theories as they relate to leadership practices.
4. Integrate leadership theory and best practices to effectively address stakeholders' needs.
5. Synthesize knowledge of effective data gathering and analysis for successful decision-making.
6. Assess best practice implementation on building leadership cultures and coaching emerging leaders via talent management and performance assessment.
7. Appraise the strategic planning process as a necessary activity to maintain strategic advantage.

8. Integrate best leadership practices to maximize performance in cross-cultural, cross-generational, and diverse organizational cultures.
9. Develop diagnostic capacity to assess organizational challenges that can be addressed from a leader's perspective.
10. Integrate best practices for implementing and sustaining change in an organization.
11. Integrate best practices for delegation, collaboration, and teambuilding, especially given virtual teams, cross-functional teams, and global teams.

Admission Requirements

In addition to the meeting the college's requirements of all graduate program applications, students interested in the **Master of Science in Organizational Leadership (MSOL)** must also:

- Write a letter of intent/personal statement describing the benefit to the applicant of this course of study (maximum 500 words).
- Include two letters of recommendation attesting to the applicant's readiness for advanced study and leadership potential.

Graduation Requirements

Graduate students must earn a Cumulative Grade Point Average of 3.0. Students must also earn a grade of B- or higher in their capstone course.

Curriculum	21 Credits
OL 500 Foundations of Leadership	3 credits
OL 510 Leadership Practices in Organizational Communications	3 credits
OL 520 Data-Driven Decision-Making for Executives	3 credits
OL 540 Performance Management	3 credits
OL 650 Sustainability of Innovation and Strategic Advantage	3 credits
OL 660 Leading Organizational Change	3 credits
OL 695 Leadership Capstone	3 credits
Directed Electives: Select Two (2) Courses	6 Credits
OL 525 Special Topics in Leadership	3 credits
OL 535 Public Sector Leadership and Community-Based Change	3 credits
OL 655 Operations Management across Organizations	3 credits
Directed Electives: Select One (1) Course	3 Credits
OL 665 Applied Research Skills for Organizational Leaders OR	3 credits
OL 675 Leadership Consulting	3 credits
	Total 30 Credits

Course Descriptions

NUR 500 Pathophysiology for Advanced Nursing Practice 3 credits

This course focuses on the application of pathophysiologic concepts of disease in the management of chronic and acute onset illnesses. Disease etiology, pathogenesis, and developmental and environmental influences including genomics are examined. Selected pathophysiology and symptomatology in the assessment and management of diverse individuals across the lifespan are examined in case study presentations.

NUR 510 Pharmacology for Advanced Nursing Practice

Pharmacotherapeutics for advanced nursing practice is the focus of this course. Principles of pharmacokinetics, pharmacodynamics, and pharmacogenomics are examined. An in-depth understanding of classes of drugs related to administration in disease states is explored. Contemporary issues in prescribing such as formulary restrictions and avoidance of medication errors are included topics. Various cultural beliefs and practices related to medication management are analyzed and applied to complex case studies.

NUR 540 Physical Assessment for Advanced Nursing Practice 3 credits

This course builds upon health assessment skills developed by the professional nurse in the student's basic education program. It provides the student with the knowledge and proficiency to conduct a health assessment across the life span in diverse populations. This course places an emphasis on acquisition of relevant data facilitating the nurse's ability to develop a comprehensive and holistic assessment of the client. The analysis of this data allows the nurse to

develop an appropriate care plan for the client and family with relevance to differential diagnoses.

NUR 600 The Art and Science of Nursing for Advanced Professional Practice 3 credits

This course provides the theoretical foundation for advanced professional nursing practice and development of a specialty focus. Concepts of self-awareness, creativity, vision, critical decision-making, communication, team building, and interprofessional collaboration are further explored for professional growth. Emphasis is placed on independent practice as well as interprofessional leadership for the future of the nursing profession.

NUR 610 Seminar in Nursing Research 3 credits

This course develops the graduate students' proficiency in utilization of research-based evidence for professional nursing practice. Published research studies are critiqued. Emphasis is placed on identification of a clinical problem in the student's specialty area. An integrative review of the literature is accomplished to effect change, improve outcomes, and ultimately contribute to the advancement of nursing knowledge. Dissemination of research findings is explored.

NUR 620 Policy, Politics and Organization of Healthcare 3 credits (PREREQUISITE: OL 510 or departmental approval)

This course enhances the knowledge and understanding of the political and policy making process in order to serve as change agents in the healthcare system. The course explores the principles of policy development, political engagement, and

advocacy in the context of issues and trends in the healthcare system. Emphasis is on the role and impact of nurse activists committed to improving the health of world citizens.

**NUR 630 Healthcare Quality:
Communication and Informatics**

3 credits (PREREQUISITE: OL 510)

This course provides an introduction and exploration of concepts and theories relevant to quality healthcare for diverse populations in relation to families, community, and population health nursing. Quality improvement systems and strategies in health care transformation are explored. Point-of-Care technology, information exchanges in health care systems, data management and analytics are focal points in examining the advanced nursing role in producing positive health outcomes for populations.

**NUR 640 Theoretical Foundations of
Population Health**

**3 credits (PREREQUISITE: NUR 630 or
with departmental permission)**

In a transforming healthcare system, this course examines the theoretical foundations of population health management as a specialty for advanced nursing and interprofessional practice. Focusing on health promotion and disease prevention, concepts and models of healthcare distribution are explored. Case management, care transitions and coordination in a variety of health care settings are examined for their effects on public health policy, costs and quality of health care. Emphasis is placed on the planning of a special project for a case management program that is completed in the capstone course.

**NUR 695 Capstone: Clinical Applications
in Population Health**

3 credits (PREREQUISITE: NUR 640)

This course focuses on the development of a comprehensive case and disease management program in the context of population health. Students will develop this special project depending on their own clinical specialty in population health settings. Concepts of interprofessional collaboration, leadership, clinical expertise, fiscal planning, computer information systems, system navigation, and resource management are applied in project development with the course instructor and community mentors. Ninety clinical hours with a mentor are required.

OL 500 Foundations of Leadership

3 credits

This course explores leadership across organizational entities of business, government, and non-profits where management and supervision intersect. Topics also include problem-solving, conflict resolution, leadership styles, cross-cultural and cross-generational challenges and stakeholder engagement. This exploration engages the learner in the ethical expectations of leadership and the practice of reflection.

OL 510 Leadership Practices in Organizational Communications

3 credits (PREREQUISITE: OL 500 or departmental permission)

This course focuses on the persuasive techniques and strategies for effective communication to internal and external stakeholders by leadership. Case studies are used to examine communication successes and failures. The role of ethics in communications is integrated as part of the leaders' understanding and practice of sharing information with stakeholders.

OL 520 Data-Driven Decision-Making for Executives

3 credits

This course provides a foundation for data-driven decision-making practices for managers at the mid-level and strategic apex of the organization. The use of metrics to guide decision-making and improve performance is central to the learner experience. Essential measurement tools and resources are explored, such as a balanced scorecard.

OL 525 Special Topics in Leadership

3 credits

This course explores current leadership issues on the forefront of organizations given the present socio-economic status of

the environment. Participants also engage in the presentation of key issues for stakeholders, including an understanding of followership, human resource obligations and practices, innovative management strategies, leading project managers and the business of leadership concerning finances and culture.

OL 535 Public Sector Leadership and Community-Based Change

3 credits

This course looks at the challenges and opportunities of public sector leadership. Participants examine the chief executive's role as a policy maker dealing with other community leaders and the media; discipline and ethical conduct; and leading in unionized and non-unionized environments. Critical leadership competencies are called upon to influence community-based change.

OL 540 Talent and Performance Management

3 credits

More than an evaluation training piece, participants in this course explore and use relevant strategies to develop their workforce from onboarding through career development planning. Strategies around efficiencies incorporate previous learning to create productive workplaces and identify future talent for development within the organization. Talent development through coaching, mentoring, and shadowing are among the strategies explored.

OL 650 Sustainability of Innovation and Strategic Advantage

3 credits

This course develops the requisite skills for understanding and implementing systemic planning within a variety of organizations. Strategic goal-setting, mission driven plans, managing constrained resources, and monitoring and modifying strategic plans in

a dynamic environment are emphasized for the sustainability of innovation and keeping the organization at a strategic advantage.

OL 655 Operations Management across Organizations

3 credits

An overview of operations management is followed by an examination of the role and responsibilities of organizational leaders concerning the creation and delivery of goods and services to stakeholders. An assessment of how communication and decisions impact the operations of essential services across organizations is included.

OL 660 Leading Organizational Change

3 credits

Participants learn the art and science of leading change within an organization to ensure success in the change process. The dynamics and effects of change on the workforce are explored and then participants develop change plans for an organization to ensure the building blocks of successful change are complete and implemented.

OL 665 Applied Research Skills for Organizational Leaders

3 credits

This course provides students with basic competency using quantitative, qualitative, and mixed methods commonly found in the workplace. The course thereby offers the student the opportunity to study research methodology as it relates to the needs and goals of the organization. Fundamental statistics are covered. Students apply research methods to work-related problems using statistical software, and they learn to make accurate interpretations of data, as well as to recognize specious ones or poor methodology/results.

OL 675 Leadership Consulting and Coaching/Mentoring

3 credits

This course examines in-depth the consulting relationship and the consulting process. Students review the roles and responsibilities of consultants who work internally and externally for organizations of all kinds. They study the key aspects of consulting, including relationship-building, contracting, data gathering, problem diagnosis, resistance, and the creation of project deliverables. Various models for the consulting process are presented and applied to several business cases. This course examines many of the challenges a consultant faces—from conceptualizing client problems, to showing your clients how to manage and lead change, to improving relationships between departments, to goal-setting and planning. The purpose of this course is to provide an understanding of the process of organizational consultation. The course focuses on providing the professional with a philosophy, a process, and evaluative criteria for determining the effectiveness of the consulting intervention that he or she provides. The focus is on developing a problem-centered approach to intervening in organizations that minimizes reliance on programmed techniques and maximize collaborative innovation and learning between client and consultant.

OL 695 Leadership Capstone

6 credits (PREREQUISITE: Satisfactory completion of Comprehensive Exam)

Students have the option of a leadership research project integrating the leadership competencies learned and apply them to a case study or simulation; OR, students may engage in a group or individual leadership consultancy project with an external organization where a real leadership issue is present and needs to be addressed through

the lens of prior learning and leadership best practices. Participants work closely with a faculty advisor for either course project. This is a 15-week course.

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