



Nichols College

Learn. Lead. Succeed.

Graduate & Professional Studies

Executive Director's Message

A Message from Kerry Calnan

If there's one thing that is a constant in the business world, it's change. Here at Nichols College, we recognize that. And we don't just teach you how to keep up in a changing landscape. We teach you how to thrive in it.

We've designed our advanced professional degrees and programs not just to make you stand out tomorrow, but to make you shine where you are today, too. You'll come to see everything we do here at Nichols is fueled by innovation and an entrepreneurial spirit, from the technology that powers our flexible learning options to a unique emphasis on leadership and communication not normally found in traditional MBA and MSA programs.

Above all, we want you to know that wherever you are in your life and career, this is doable. Bring us your goals and a desire to learn, and in return we offer you the keys to your success: Knowledge and skills that will start paying off in your job today. A field-tested faculty who bring relevant industry expertise to the classroom. A pace and flexibility that fits every life. An acute awareness of what hiring managers are looking for in today's professional market. And an affordable business education that offers incomparable value for your time and money.

I encourage you to join us for a class and experience the Nichols difference firsthand. We would love to show you around campus and discuss your goals and how the Graduate and Professional Studies division can help you attain them. And we look forward to working with you to bring about the change you're looking for in your career and your life.

Sincerely,

Kerry Calnan, C.M.A.

Executive Director, Graduate & Professional Studies

Mission and Goals

Nichols College Mission Statement

Within a supportive community, Nichols College transforms today's students into tomorrow's leaders through a dynamic, career-focused business and professional education.

GPS Mission Statement

With a focus on career advancement and professional development, GPS engages students in a creative, relevant, and energized journey of business and leadership education. Mindful of the differences in student learning styles, life situations, and professional goals, GPS responds flexibly with innovative curricular choices. Our experienced and talented faculty is committed to student success.

Institutional Goals

I. Communication

Effectively express and accurately comprehend concepts and facts using a range of appropriate and current communication methods.

II. Critical Thinking & Quantitative Analysis

Use qualitative and quantitative problem-solving skills to analyze and interpret information.

III. Ethics & Personal Accountability

Recognize and assess questions of right and wrong and demonstrate a willingness to act responsibly in one's personal and professional life.

IV. Civic & Social Engagement

Articulate an understanding and appreciation of cultural and human differences, acknowledging the interconnectedness of a global society and one's social and civic responsibility to the community, the nation, and the world.

V. Leadership & Teamwork

Work effectively and collaboratively in a group, assume leadership when appropriate, and support leadership in others.

General Information

Financial Policies

We are proud to offer a Student Account Center with online payment options, real time updates and up to the minute balances. Recent enhancements include Account Summary Data, Account Activity, Statements and the ability to share Account Access!

The Student Account Center (SAC) is available at nichols.afford.com

- Make A One-Time Payment (option available in the center of the home page and no sign-in is required)
- Sign-in (upper right) with your Nichols College username and password and utilize all the benefits of the system Payment methods on the SAC include
- Credit Card or Debit Card
 - 2.99% convenience fee will apply (convenience fees are subject to change)

- All costs for choosing to pay with a credit card are assumed by the student or card payer. The College does not receive, nor will it underwrite, any portion of the convenience fee. The fee is not refundable.
- Withdrawal from a bank account (bank routing # and account # required)
- Monthly Payment Plan

Additional Fees:

- A convenience fee will be applied to all credit card payments. Payments made over the phone will be charged a service fee. Additional fees may be incurred for late payments, returned payments, or reinstatement of an account.

Company Reimbursement: Nichols College does not accept deferred payments based on company reimbursement policies, with the exception of the agreements listed below.

If you need any assistance or forms completed in order to request reimbursement from your company, please contact Student Accounts and we will be happy to help you. We can only provide financial information (not grades).

Nichols College has agreements with the following companies:

- **Mass Rehabilitation/ the Massachusetts Department of Workforce Development, Division of Career Services (DCS):** Please submit the appropriate state forms PRIOR to registering for courses.
- **The Hanover Insurance Group:** Requires a special paper registration and agreement to be submitted with the first registration. Contact Student Accounts to obtain the agreement form. Students are eligible for a discount and deferred payment.
- **Verizon:** Please submit the Verizon CAEL form with your registration. If registering online then you must fax the form to Student Accounts by the posted payment due date.

Financial Assistance: You may use any grants or loans that you are eligible to receive as a means of payment. The aid must be accepted and showing on the student account.

Please note that some loans may charge origination fees. These fees are usually a percentage of the loan amount and are deducted from the funds sent to Nichols College on your behalf. The federal Stafford loans and Parent Plus loans do have origination fees. Additional information is available on the Financial Assistance page.

Military/VA: Nichols College accepts tuition assistance forms from all branches of the military. We will also certify students for VA benefits. We are a participating member in the CH33 GI Bill Yellow Ribbon program.

All tuition assistance forms and/or certification forms for the appropriate program must be submitted by the appropriate payment due date. Students need to make payment arrangements for the portion of the bill that will not be paid directly to the college.

Grading Policies

Grade Point Average (GPA)

The point value for each grade received is multiplied by the number of credit hours for that course. A total of the grade points for the semester's courses is then divided by the overall credit hours attempted in order to determine the term's grade point average (GPA). A perfect average would be 4.0 (A).

The term grade point average includes only grades received in a given term. The cumulative grade point average (CGPA) is a measure of the student's total coursework attempted at Nichols College. To figure the cumulative grade point average, the total number of grade points (the sum of all course grades multiplied by their grade point values) is divided by the total number of credit hours attempted. Credits assigned W grades are not counted in the total of attempted credit hours for the GPA or CGPA. Exception: Financial aid calculations count credits associated with W grades as attempted credit hours.

Grades of AU and W have no effect on GPA. A grade of P is counted toward hours earned but does not have a quality point value. Grades WF and F are included in hours attempted but represent no earned hours and 0.0 grade points.

GRADE REPORTS

Grade reports are available to all students online at the end of each session.

GRADING SYSTEM

Letter grades are awarded in all courses as follows:

GPA	Letter Grade	1-100 Scale
4.0	A	93-100
3.7	A-	90-92.99
3.3	B+	87-89.99
3.0	B	83-86.99
2.7	B-	80-82.99
2.3	C+	77-79.99
2.0	C	73-76.99
1.7	C-	70-72.99

AU: This grade is awarded only with the permission of the Registrar during add/drop.

W: This grade indicates that the student withdrew within the first four (4) weeks of a semester.

WF: This grade is awarded in instances of academic dishonesty.

I: This grade indicates that coursework was not completed. I grades must be removed within seven (7) weeks of being issued or the Registrar will change the grade to F.

P: Pass (This grade applies to courses on a pass or fail basis; see the Registrar for regulations governing

pass or fail courses.)

Information Technology Regulations

ACCEPTABLE USE OF INFORMATION TECHNOLOGY RESOURCES

Purpose

The purpose of this policy is to outline the acceptable uses of computing and information technology resources for the Nichols College student community. This policy outlines the standards for acceptable use of college computing and information technology resources that include, but are not limited to, equipment, software, networks, data, and telecommunications equipment, whether owned, leased, or otherwise provided by Nichols. This policy is intended to reflect the college's commitment to the principles, goals, and ideals described in the Nichols College Mission Statement.

Coordination with Other Policies

Users of information technology resources at Nichols College are advised that other college policies, including those for Human Resources, the faculty and student handbooks, and notably those policies governing copyright and intellectual property compliance, may be related to the use of information technology resources, and that those policies must be observed in conjunction with this policy.

Additionally, laws (including, but not limited to, FERPA, HIPAA, etc.) and college policies relating to disclosure of confidential information must be observed.

Access to and Expectations of Persons Using Information Technology Resources

It is the policy of Nichols College to maintain access for its community to local, national, and international sources of electronic information in order to provide an atmosphere that encourages the free exchange of ideas and sharing of information. Nichols College maintains a variety of information technologies for use as resources for people, as catalysts to learning, for increased access to technology, and for an enriched quality of learning. Access to this environment and to the college's information technology resources is a privilege and must be treated with high ethical and legal standards.

Both the Nichols community as a whole and each individual user have an obligation to abide by the following standards of acceptable and ethical use:

- Use only those computing and information technology resources and data for which users have authorization, and only in the manner and to the extent authorized.
- Use computing and information technology resources only for their intended purpose.
- Protect the access and integrity of computing and information technology resources.
- Abide by applicable laws and college policies, and all applicable contracts and licenses, and respect the copyright and intellectual property rights of others, including the legal use of copyrighted material.
- Respect the privacy and personal rights of others.
- Connect to the network only end-user equipment that has appropriately maintained software, including (but not limited to) operating systems, browsers, plug-ins, anti-virus, and other software as

appropriate.

Access to Nichols information technology and computing resources is a privilege granted to students, staff, and faculty at Nichols College. The college extends access privileges to individual users of the college's information technology and computing resources. The extension of these privileges is predicated on the user's acceptance of and adherence to the corresponding user responsibilities detailed in this policy. The college reserves the rights to limit, restrict, or extend access to information technology resources.

Residence Hall Network Access Restrictions

No student shall turn on or connect student-owned wireless access points, gateways, or routers in the residence halls or elsewhere on campus. These wireless routers are commonly sold in retail stores and provide home private use; however, when brought on campus they cause Nichols College wireless interference, network congestion, and loss of network access to other students.

Application

This policy applies to all users of Nichols computing and information technology resources, including faculty, staff, students, alumni, guests, external individuals or organizations, and individuals accessing external network services, such as the Internet, via college facilities. The Vice President for Information Services will determine operational policies, networking standards, and procedures to implement the principles outlined in this policy. The Information Technology Department (IT) has the right to protect shared information technology resources.

Ownership

Nichols College assumes and reserves ownership of all data, files, messages, and programs stored in its computer systems. Users cannot claim ownership of any data stored in Nichols College computer systems. Users can, however, expect exclusive use of all email messages stored in their user accounts. Cooperation with any system administrator requests regarding user computing activities is expected. Only under certain unusual circumstances involving issues of system integrity, sexual harassment, or suspicion of illegal use of computer resources, and at the direction of the President of Nichols College, the Vice President for Information Services, the Director of Human Resources, or the Dean of Students, will the system administrator access email stored in user accounts.

Copying Copyrighted Materials (Software, Music, Videos)

Respect for the intellectual work and property of others has traditionally been essential to the mission of academic institutions. As members of the academic community, Nichols College values the free exchange of ideas. Just as Nichols College does not tolerate plagiarism, it does not condone the unauthorized copying of any copyrighted materials. The copying of these types of materials without permission from the owners is illegal and a criminal offense.

Storage or Copying of Confidential Information

Nichols maintains systems that store a significant amount of confidential information on faculty, staff,

students, donors, prospects, vendors, and so on. Access to this information is restricted on a need-to-know basis. Under no circumstances is any of this information to be copied or exported off the server and stored on a laptop or portable computer, on a home computer, in cloud-based storage, on a smart phone, or on removable storage media, including, but not limited to, a CD or DVD, a USB key or thumb drive, an iPod, or a MP3 player.

It should also be understood that email messages, which have file attachments containing confidential information, run the same risk of exposure as files on removable storage media, laptops, or smart phones. Therefore confidential information must not be attached to any email messages.

Use of College-Assigned Usernames and Passwords

Nichols College assigns usernames and passwords to individuals in order to provide users with access to specific information and system resources, based on the needs of their job function. Under no circumstances are users to share usernames and passwords with anyone else, unless requested to do so by a system administrator for the purpose of troubleshooting a system issue. Sharing of this information will be construed as circumventing the college's security practices and procedures, and will expose that user to risk of disciplinary action. Any need for system access to data or resources must be processed as a request through the appropriate channels, so that appropriate authorizations can be obtained and documented.

Right to Monitor

The campus computer systems linked together on a common fiber-optic network are owned by Nichols College, or, in some cases, are privately owned as personal computers brought to campus by faculty, staff, or students. Regardless of ownership, every computer attached to the campus network for any reason (Internet connectivity, email accessibility, etc.) is subject to monitoring by the IT staff. Due to the exponential growth of the amount of data transmitted through the Nichols College network, this monitoring is required in order to detect and correct network problems as they occur, thereby ensuring the continued stability of the campus-wide computing environment. Even with the right to monitor, users should continue to expect that their data, files, and email will remain private. System monitoring is a mechanism for identifying abnormal computer system or user activities, not a method for accessing private information.

Uses

In general, the Nichols College student community shall use college information technology resources (which include privately owned computers connected to the college network) in connection with the college's core teaching, research, and service missions. Uses that do not significantly consume resources or interfere with other users also are acceptable, but may be restricted by IT. Under no circumstances shall members of the college community or others use college information technology resources in ways that are illegal, that threaten the college's tax-exempt or other status, or that interfere with reasonable use by other members of the college community. Any use of college information technology resources, including network infrastructure, for commercial purposes is prohibited.

Sanctions for Violations

Failure to comply with the appropriate use of computing and information technology resources threatens the secure environment and atmosphere for sharing information, exchanging ideas freely, and creating and maintaining information property. This failure subjects any member of the Nichols College community to existing disciplinary procedures including, without limitation, suspension of system privileges, expulsion from school, termination of employment, and legal action as may be appropriate. Nichols College also reserves the right to confiscate any privately owned equipment that is used in the violation of this Acceptable Use Policy.

Review of the Policy

This policy may be assessed from time to time in order to reflect substantive change that results from changes to the Nichols College information technology resources, or from changes in legal statutes that impact information technology resources, copyright, or other intellectual property issues. The Vice President for Information Services is responsible for determining when the policy needs to be reviewed and for defining the process for review and revision.

(This policy was adapted from a policy created by Case Western Reserve University.)

File Sharing and Copyright Policy

In their use of the college's Internet connection, all members of the Nichols College community are expected to comply with both Title 17 of the United States Code, also known as the "Copyright Act of 1976," and the Digital Millennium Copyright Act (1998). With regard to peer-to-peer file sharing, all users of Nichols College network resources are also expected to abide by the rules outlined in the Higher Education Opportunity Act of 2008. www.campusdownloading.com is an example of a site that helps ensure legal downloads of protected materials.

Allowable

- Make a backup copy of a CD, or a DVD, or software purchased for personal use.
- Copy purchased music or movies to the purchaser's own computer.
- Copy purchased music or movies to the purchaser's own PDA, iPod, or MP3 music device.
- Make a CD for personal use of music purchased for personal use from appropriate sites on the Internet. Not Allowable
- Share, for others to download, music, movies, or software via a network (including the Internet).
- Make copies of a CD, a DVD, or software borrowed from a friend or to give to a friend.
- Distribute for personal gain music purchased or downloaded.
- Download music, movies, or software without purchasing them (unless they are legally "free").

Consequences of Violations

Violations of copyright law can have serious consequences in the area of:

- **Civil Liability:** Persons found to have infringed upon copyright law may be held liable for substantial damages and attorneys' fees. The law entitles a plaintiff to seek statutory damages up to \$150,000 for

each act of willful infringement.

- **Criminal Liability:** Copyright infringement also carries criminal penalties under the No Electronic Theft Act. Depending on the number and value of the products exchanged, penalties for a first offense may be as high as ten years in prison.
- **College Sanctions:** Students are responsible for their compliance with copyright law. The college cannot take responsibility for student compliance, and cannot defend students against a claim by a copyright owner. Upon receipt of a complaint about a student's behavior, Nichols College officials are required to take action. This action could range from terminating a student's Internet connection and providing the student's name to the copyright owner, to suspension or expulsion from the college, depending on the severity of the infringement.

(This policy was adapted with permission from Bates, Goucher, and Lynchburg Colleges.)

Use of Nichols-Assigned Student Email Accounts for College Notices

Each student is assigned a Nichols College email account and address. This address is the one the college will use to send important correspondence. Some examples of college correspondence include weather-related college closures, registration updates, responses to support requests sent to the Information Technology Help Desk, and course-related messages from faculty. Students are expected to check their Nichols email accounts regularly. Communication to faculty or staff must be made via students' Nichols email accounts as well. For security reasons, the faculty and staff will only provide confidential information about student status at the college through a student's Nichols email address.

Admissions Procedures

Nichols College regards each prospective student as an individual, considering each application as it is submitted throughout the academic year. Applications for graduate and undergraduate students are accepted on a rolling basis and acceptance decisions are made once the application is complete. It is the goal of Nichols College that every student who enrolls is provided the best career-focused business and professional education.

Once accepted into the GPS program, students may start as early as the next session start date. Nichols College offers six (6) "start" dates throughout the calendar year: fall semester, session I and session II; spring semester, session I and session II; and summer semester, session I and session II. Note that all GPS courses are accelerated seven-week courses.

NON-MATRICULATED STUDENT STATUS

Students considering a Nichols College graduate program may take a number of courses prior to formal admission. It is recommended that students interested in nonmatriculated student status make an appointment for an interview with an admissions advisor.

Graduate students may take up to three (3) courses (9 credits) prior to formal admission. Undergraduate students may take up to five (5) courses. Please be aware that until a student has applied and been accepted to the college, there is no guarantee that the courses a student self-selects will apply to a future degree program.

GRADUATE ADMISSION

To be admitted to a graduate degree program, students must submit the following:

- Graduate application
- Personal statement (up to 800 words)
- Official sealed transcripts covering all prior academic work at the undergraduate and graduate levels
- Two letters of recommendation
- Current resume
- Application fee

Applicants will receive written notification of the outcome of the admission decision within ten (10) business days of completing their application.

It is recommended that students interested in provisional status make an appointment with an academic advisor in order to ensure that correct courses are taken. Once the three (3) courses have been completed, nonmatriculated students must complete all formal admission requirements if any additional courses are to be taken.

Graduate students must have achieved a minimum cumulative grade point average of 3.0 in their undergraduate program to be admitted to a graduate degree program at Nichols College. Students with a 2.75–2.99 CGPA may be allowed provisional acceptance. Students granted provisional status must achieve a 3.0 GPA after taking their first three (3) courses in order to continue the program. If a minimum 3.0 grade point average is achieved, the student will be granted full admission. However, if the minimum 3.0 is not achieved, the student will not be allowed to continue the program.

TRANSFER CREDIT

Students seeking a transfer from another college must follow the regular application procedure outlined in the admission procedures. Transfer students must request official transcripts of all previous college or university work attempted, whether or not credit has been granted. Upon admission to Nichols College, copies of the transfer student's transcript are sent to the Office of the Registrar for evaluation. The Registrar will send to the student notification of credits accepted for transfer.

Courses for transfer credits will be evaluated according to the following guidelines:

Graduate Students

- Requests for transfer credit will be reviewed at any time during the graduate program.
- Courses taken at regionally accredited higher education institutions where a grade of "B" (3.0 or above) was earned will be accepted for transfer credit provided the course or courses are similar to a course or courses offered at Nichols College and are applicable to a Nichols College degree program.
- Once matriculated into the program, approval by the GPS Director of Academic Programs is required.
- The maximum allowable transfer credit hours for a graduate program at Nichols College is nine (9) graduate-level semester credit hours.
- The capstone course is ineligible for transfer credit and must be taken at Nichols College.

Readmission

- Graduate students who have previously attended the college and have left or withdrawn for more than 2 years will need to reapply. If the student has attempted academic work at other regionally accredited institutions since leaving Nichols College, official transcripts of the work must be submitted. The same policy would apply to previously accepted applicants who never matriculated.

If less than two years has elapsed, the student or applicant would be paired directly with our Student Success team for assistance.

Certificate Programs

INTRODUCTION

Students who have obtained a bachelor's degree may pursue a graduate-level certificate from Nichols College, in one of the three areas below:

- Advanced Critical Thinking and Decision Making
- Employee Benefits
- Operations Management and Six Sigma

COURSES REQUIRED

Advanced Critical Thinking and Decision Making

- MBA 730 Critical Thinking – MBA style (3 credits)
- MBA 740 Creative Decision Making (3 credits)
- MBA 750 Problem Solving and Analysis (3 credits)

Employee Benefits

- MBA 731 Group Health Care Design (3 credits)
- MBA 741 Group Benefits Management (3 credits)
- MBA 751 Retirement Plan Design (3 credits)

Operations Management and Six Sigma

- MBA 732 Six Sigma and Lean Management (3 credits)
- MBA 742 Advanced Six Sigma (3 credits)
- MBA 752 Advanced Project Management (3 credits)

Graduate Program

Introduction

Nichols GPS offers three graduate programs, a Master of Business Administration (MBA) consisting of 36 credits, a Master of Science in Organizational Leadership (MSOL) consisting of 30 credits and a Master of Science in Accounting (MSA) consisting of 30 credits. In addition, three different dual degree options are

available, the MBA/MSOL, can be obtained by completing 48 credits, the MBA/MSA, can be obtained by completing 54 credits, and the MSA/MSOL, can be obtained by completing 48 credits.

All GPS courses are delivered in a modified HyFlex model. This gives learners the flexibility to choose the learning mode that works best. Each week there is a 90-minute synchronous session held on campus. A student can participate face-to-face or remotely via a learning Web-conferencing tool. Participation in the 90-minute session is strongly encouraged and work done in the session may be required and graded. However, in the event that a student is unable to be present (physically or remotely), the 90-minute synchronous sessions are recorded and posted in the learning management system for all students to access at their convenience. (This applies to all courses with the MBA, MSOL, MSA or BUS prefix. GSB courses will continue to be taught in a hybrid format or online.)

Archived Graduate Catalogs

- [2012-2013 Graduate Catalog](#)
- [2014-2015 Graduate Catalog](#)

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IV. Civic & Social Engagement

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V. Leadership & Teamwork

Work effectively and collaboratively in a group, assume leadership when appropriate, and support leadership in others.

General Information

Degree Options

The Division of Graduate and Professional Studies (GPS) offers a part-time undergraduate degree—the Bachelor of Science in Business Administration (BSBA). GPS also offers certificates

in Advanced Critical Thinking and Decision Making, Employee Benefits, and Operations Management and Six Sigma. Advanced degrees include the Master of Business Administration (MBA), the Master of Science in Organizational Leadership (MSOL) and the Master of Science in Accounting. Graduate students can also pursue dual degrees.

Accreditation

- New England Association of Schools and Colleges (NEASC)
 - International Assembly for Collegiate Business Education (IACBE)
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Academic Honesty Policy

Enrollment in an academic course at Nichols College obligates the student to follow the college's Academic Honesty Policy, the violation of which can lead to serious disciplinary action. The policy may be stated simply as follows:

The college expects all academic work submitted by a student (papers, exams, projects, computer programs, etc.) to be the student's own. Plagiarism (as defined below), cheating during examinations, and assisting others in the acts of plagiarism or cheating are expressly prohibited by the policy. In sum, a student's academic performance must be an honest representation of the student's ability.

As a condition for continuing enrollment, all students at Nichols College are required to sign the following statement:

I understand and hereby subscribe to the Nichols College Academic Honesty Policy, as stated and explained above, as a condition for my continuing enrollment at the college.

Academic Dishonesty Defined

1. Plagiarism is the uncredited use of words or ideas that are the result of other persons' creative efforts.

Examples include the following:

- a. Copying of other persons' work during examinations, with or without their permission
- b. Duplication of other persons' homework, themes, essays, reports, research papers, computer code, spreadsheets, graphics, and so on, with or without their permission
- c. Use of specific passages or detailed use of specific ideas as set forth in books, journals, magazines, and so on, without proper citation
- d. Use of materials provided by term paper services

2. Complicity in plagiarism is condoning the copying of one's own work, including homework, themes, essays, reports, research papers, computer code, spreadsheet, graphics, and so on. (Note: Selling or assisting in the sale of such work may violate Massachusetts General Law Part IV, Title I, Chapter 271, Section 50.)

3. The use of notes, mobile devices, "crib sheets," or other outside help during examinations, unless the instructor specifically authorizes the use of such materials or an "open book" examination format, is academically dishonest. (Note: Taking an exam for another person is a violation of Massachusetts General Law Part IV, Title I, Chapter 271, Section 50.)

MINOR VIOLATION	SIGNIFICANT VIOLATION
1. Using verbatim phrases or sentences without proper citation or insufficient citation of other individuals' concepts or ideas	1. Using verbatim paragraphs or passages of text without proper citation
2. Replacing certain words or reordering phrases instead of paraphrasing	2. Copying most or all of a paper, article, or other document
4. Multiple minor violations in a single course or across	4. Submitting a paper found online
	5. Purchasing a paper, spreadsheet, or other content from any source (Note: Selling or assisting in the sale of such work may violate Massachusetts General Law Part IV, Title I, Chapter 271, Section 50.)
	6. Reusing one's own paper from another course
	7. Allowing your work to be copied by another student, in whole or in part, with or without your knowledge (Note: Selling or assisting in the sale of such work may violate Massachusetts General Law

MINOR VIOLATION	SIGNIFICANT VIOLATION Part IV, Title 5, Chapter 27, Section 50
	8. Use of notes, mobile devices, “crib sheets,” or other outside help during examinations
	9. Committing repeated minor violations in a single course or across multiple courses

Penalties

Penalties for violating the Academic Honesty Policy may be imposed regardless of whether a student knowingly or intentionally committed academic dishonesty. Resources are available to assist students with proper citation and use of sources. Pleading ignorance does not excuse or justify a violation of the Academic Honesty Policy. In addition, prior incidents in other courses may be taken into consideration when determining penalties.

Minor or Significant Violation Penalties

A faculty member will exercise his or her own judgment in determining whether a minor violation warrants a conversation with the student or warrants formal sanctions. The faculty member may permit the student to resubmit the assignment, with or without a grade penalty. In cases of minor violations, faculty are encouraged, but not required, to forward a record of minor violations that are resolved informally to the Division of Graduate and Professional Studies for record keeping. For minor violations that are resolved informally, faculty should keep a copy of the Academic Honesty Violation Report for their own records. For formal sanctions of minor violations and for all significant violations, faculty shall submit an Academic Honesty Violation Report to the Division of Graduate and Professional Studies and keep a copy for their own records.

Penalties for Minor Violations

The following penalties are imposed for minor violations that warrant formal action, as determined by the faculty member:

- **First minor violation**
The student receives a failing grade on the assignment. The faculty member submits an Academic Honesty Violation Report to the Division of Graduate and Professional Studies.
- **Second minor violation**
The student receives a failing grade in the course. The faculty member submits an Academic Honesty Violation Report to the Division of Graduate and Professional Studies.
- **Third minor violation**
The student is recommended for suspension from the college. The Academic Dean will convene an ad hoc committee of at least three (3) faculty members to determine the appropriate course of action.

Penalties for Significant Violations

The following penalties are imposed for significant violations of the Academic Honesty Policy:

- **First significant violation**

The student receives a failing grade in the course. The faculty member submits an Academic Honesty Violation Report to the Division of Graduate and Professional Studies.

- Second significant violation

The student is recommended for suspension from the college. The Academic Dean will convene an ad hoc committee of at least three (3) faculty members to determine the appropriate course of action.

- Third significant violation

The student is recommended for expulsion from the college. The Academic Dean will convene an ad hoc committee of at least three (3) faculty members to determine the appropriate course of action.

Delay in Detection

If instances of plagiarism or academic dishonesty are discovered after course credit is earned or a degree is awarded, the college may impose penalties retroactively. Possible actions include changing the course grade, withholding a degree, or rescinding a degree. In such cases, the Division of Graduate and Professional Studies will convene an ad hoc committee of at least three (3) faculty members to determine the appropriate course of action.

Faculty Reporting Process

A faculty member has the responsibility both to determine that an Academic Honesty Policy violation has occurred in his or her course, and to impose the appropriate penalty for this violation. The faculty member should follow this process to document and report the incident:

1. Compile the documentation indicating that academic dishonesty has occurred.
2. Discuss the incident with the student.
3. After the discussion, determine the consequences of the violation and notify the student.
4. Document the incident.
 - Complete the Academic Honesty Violation Report.
 - Submit a copy of the report to the Division of Graduate and Professional Studies, if warranted. (See Penalties.)
 - Keep a copy of the report and all supporting documentation for the faculty member's own records.

If the Division of Graduate and Professional Studies' records indicate that this is not the student's first offense, the Executive Director will take action in accordance with the previously stated guidelines.

Student Right to Appeal

Minor Violation Penalty Appeal Procedure A student may appeal a minor violation penalty if the student believes that he or she is unjustly accused or that the penalty is inappropriate. The student must submit a written appeal, with supporting evidence, to the faculty member's Director (evening courses) within seven (7) business days of being notified of these accusations and sanctions, and request a meeting with this Director. Following this meeting, the Director will make a binding decision within seven (7) business days, thereby concluding the matter.

Significant Violation Penalty Appeal Procedure A student may appeal a significant violation penalty if the student believes that he or she is unjustly accused or that the penalty is inappropriate. The student must submit a written appeal, with supporting evidence, to the Executive Director for Graduate and Professional Studies (evening and online courses) within seven (7) business days of being notified of

these accusations and sanctions. The Executive Director will convene an ad hoc committee composed of at least three (3) faculty members and the Executive Director (ex officio and nonvoting). After a hearing, the committee will issue a final and binding decision within two (2) business days.

Administrative Policies

Enrollment at Nichols College implies full acceptance of all college policies and regulations, including those having to do with conduct.

The college, in order to safeguard its scholarship and its moral atmosphere, reserves the right to dismiss any student whose presence is deemed detrimental. In such instances there will be no financial adjustments.

Insults, rudeness, or obscenities, either written or oral, directed at any member of the college community are specifically prohibited. Students or other college personnel engaging in such activity may expect to be separated from the college.

As an institution of higher learning committed to providing the most constructive atmosphere possible for academic and personal advancement, Nichols College is particularly concerned about conduct such as sexual harassment. The college will not tolerate such conduct, either by students or by members of the faculty, administration, or staff; any person found to have engaged in such conduct will be subject to appropriate discipline, up to and including expulsion from the Nichols College community.

In keeping with standards of academic ethics, Nichols College requires students and employees to uphold the copyright privileges of software vendors and to honor license agreements supplied with each software package used. The appropriate procedures for copying software, when permitted, are covered under U.S. copyright law.

In this community of learning, willful disruption of the educational process, destruction of property, and interference with the rights of other members of the community will not be permitted. There will be prompt and appropriate action against the person or persons responsible. Students, faculty, administrators, and employees who are not in agreement with this basic philosophy are urged to sever their ties with the college.

Automobile Policy

Any motor vehicles that will be kept on campus MUST be registered with the Department of Public Safety according to Massachusetts General Laws. The Public Safety Department is charged with enforcing all rules and regulations pertaining to parking on college properties. Enforcement of these rules and regulations is managed through written violations, vehicle immobilization, or towing of a vehicle. The parking rules and regulations are well publicized and we ask that you please become familiar with them so as to avoid parking infractions.

All student vehicles MUST be registered and have a valid Nichols College parking decal permanently affixed in a visible spot. Forms for registering vehicles may be picked up in the Public Safety office Monday through Friday from 8:30 a.m. to 4:00 p.m.

GPS students are required to obtain stickers, but are not charged for them.

Career and Professional Development Center

Nichols College Career and Professional Development Center is located on the second floor of the Fels Student Center. The team truly enjoys working with all students as well as alumni. The benefits available to Nichols College students include:

1. **Road to Success** This is the employment database, filled with internship and job opportunities, as well as descriptions and contact information for hundreds of employers. It is accessible 24 hours a day, seven days a week, so it can be used at a student's convenience. Simply email the office and request an account: cpdc@nichols.edu
2. **Optimal Resume** This Web-based resume development program is available to students with an active Nichols.edu email account. With a library of over 100 sample resumes, it will help a student design, write, and manage multiple versions of his or her resumes. Additionally, there is a business letter-writing module included to help with cover letters, thank you letters, and the like. To get started, visit: www.nichols.optimalresume.com
3. **CareerShift:** This is an online database where you can search for companies, jobs and contacts across the country. You have the ability to connect it with your LinkedIn network. It also offers outstanding organizational tools to help you manage your job search effectively.
4. **Email Critiques** The CPDC staff are very experienced with resumes and cover letters, and are happy to provide a critique via email. Simply email your materials to cpdc@nichols.edu and allow two (2) to three (3) business days for review. They will respond with a written critique.
5. **Career Coaching Appointments** Sometimes it really helps to have a face-to-face conversation with a career coach! During a scheduled 30-minute appointment focus is made on the area or areas of most interest to the student: resumes and cover letters, job search strategy, networking, interviewing, and the like. Appointments are available Monday through Friday between 8:30 a.m. and 4:30 p.m.
6. **Mock Interviews** No doubt, interviewing can be intimidating--particularly when it is for that exciting, once-in-a-lifetime job. CPDC will conduct a confidential mock interview with you and provide confidential feedback. Practice and preparation mean more confidence.
7. **On-Campus Recruiting and Skype Interview Technology:** During the fall and spring semesters, employers visit the campus to conduct on campus interviews. Students may apply for interviews with any companies of interest. The on-campus recruiting schedules are posted in Road to Success. Contact CPDC to set up an account, and to learn how it works. The interview rooms are also equipped with state of the art interviewing technology. The rooms can be reserved during office hours for Skype or telephone interviews scheduled with employers.
8. **Focus 2 Assessment** For those students looking to make a career change, but who are not sure of which direction to take, assessments can be very helpful. Focus 2 can be taken online at the student's convenience. After answering a series of preferential questions related to skills, interests, values, and the like, a comprehensive report is generated highlighting several career possibilities that fit well with

the responses.

9. **Social Media** CPDC regularly uses social media to spread the word about new job postings and share informative articles and tips. Follow us on Twitter @NicholsCareer, as well as on LinkedIn, Facebook and Instagram by searching Nichols Career and Professional Development Center.
10. **Career Library** The library houses a large bookshelf of career-related books that students are welcome to review and borrow. Topics available include using social media effectively in the job search, networking, resumes and cover letters, graduate school preparation, industry-specific books, and more.

Interested in taking advantage of one or more of these benefits? Simply send an email to cpdc@nichols.edu or call (508) 213-2489!

Credit Hour Policy

Nichols College, a NEASC-accredited institution, recognizes the "Carnegie Unit" as both the measure of a traditional semester credit hour and as the primary measure of degree attainment that may be awarded on the basis of a combination of both formal and informal activities, as well as learning experiences. The Nichols College definition of credit hour follows the definition of credit hour as established by the United States Department of Education, and is consistent with the New England Association of Schools and Colleges (NEASC) guidelines.

Directory Information

Nichols College designates the following items as Directory Information: the student's name, address, telephone number, date and place of birth, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, the student's most recent previous school attended, the student's photograph, and his or her parents' name and address. The college may disclose any of these items without prior written consent, unless notified in writing to the contrary by the second week after the start of a term.

Drug-Free Campus and Workplace

The college community recognizes that abuse of alcohol and other drugs can create potential health, safety, or security problems. The college is in compliance with the Drug-Free Workplace Act (1988) and the Drug-Free Schools and Communities Act Amendments of 1989; the latter law requires that programs be adopted to prevent the use of illicit drugs and the abuse of alcohol by students and employees. The college: (1) requires standards of conduct that prohibit the unlawful possession, use, manufacture, or distribution of drugs and alcohol by students and employees; (2) provides descriptions of appropriate legal sanctions under local, state, and federal law for the unlawful possession or distribution of illicit drugs or alcohol; (3) offers information and counseling about health risks associated with drug and alcohol abuse; and (4) maintains a system of discipline up to and including expulsion or dismissal for violation of these laws.

Equal Opportunity

Nichols is an Equal Opportunity college.

Notice of Nondiscriminatory Policy as to Students

Nichols College admits students of any race, color, religion, sex, age, disability, sexual orientation, veteran status, nationality, and ethnic origin to all of the rights, privileges, programs, and activities generally accorded or made available to students at the school. The college does not discriminate in the administration of its educational policies, admissions policies, scholarship and loan programs, employment, athletic programs, and other school-administered programs. The college is in compliance with Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973, as amended.

Notice of Nondiscriminatory Policy as to Employees

It is the policy of Nichols College to not discriminate in employment on the basis of race, color, religion, age, sex, disability, sexual orientation, veteran status, nationality, and ethnic origin.

The Family Educational Rights and Privacy Act of 1974 (FERPA)

FERPA affords students certain rights with respect to their educational records. These rights are:

1. The right to inspect and review the student's educational records within a reasonable time after the college receives a request for access. If a student wants to review his or her record, the student should contact the college office that maintains the record to make appropriate arrangements.
2. The right to request the amendment of the student's educational records if the student believes that they are inaccurate or misleading. Students may ask the college to amend a record that they believe is inaccurate or misleading. They should write the college official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the college decides not to amend the record as requested by the student, the college will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding hearing procedures will be provided to the student when notified of the right to a hearing.
3. The right to consent to disclosures of personally identifiable information contained in the student's educational records, except to the extent that FERPA authorizes disclosure without consent. One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is defined as a person employed by the college in an administrative, supervisory, academic, or support staff position (including the law enforcement unit and health staff); a person or company with whom the college has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a person assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if

the official needs to review an educational record in order to fulfill his or her professional responsibility. Upon request, the college discloses educational records without consent to officials of another school in which a student seeks to enroll.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the 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 Avenue, SW Washington, DC 20202-4605

Graduate Classes by Undergraduate Students

Nichols undergraduate students who have completed at least nine out of the 12 Business Core courses and have a 3.0 or higher GPA are eligible to register for a graduate-level course. The following contingencies and stipulations apply:

- There is space available in the course.
- The Executive Director of GPS agrees that the student has met the prerequisite for the course.
- The student is not considered a matriculated graduate student until officially accepted by GPS.
- During the student's undergraduate study, a maximum of 7 graduate credits may be taken
- The graduate-level course(s) will count toward a Nichols graduate degree program only; the course(s) cannot be used to satisfy undergraduate course requirements.

Contact the Student Advisor for information and authorization.

Graduation

In order for an undergraduate or graduate student to participate in the graduation ceremony in May, the student must not have more than seven (7) credit hours to complete.

Modified HyFlex

Most GPS courses are delivered in a modified HyFlex model. This gives learners the flexibility to choose the learning mode that works best for them. Each week there is a 90-minute synchronous session held on campus. A student can participate face-to-face or remotely via a learning Web-conferencing tool. Participation in the 90-minute session is strongly encouraged and work done in the session may be required and graded. However, in the event that a student is unable to be present (physically or remotely), the 90-minute synchronous sessions are recorded and posted in the learning management system for all students to access at their convenience. (This applies to all courses with the MBA, MSOL, MSA or BUS prefix. GSB courses will continue to be taught in a hybrid format or online.)

Public Safety

Located in South Hall, the Department of Public Safety is open from 8:00 a.m. to 4:00 p.m., Monday through Friday, for the purpose of conducting business. Public safety officers are on duty 24 hours a day, seven days a week, throughout the year. In order to report a crime or any suspicious activity, students may contact Public Safety personnel at any time via telephone at campus extension 5555, or by dialing (508) 213-2298. Public safety officers respond to complaints or disturbances, crimes, suspicious persons, motor vehicle-related problems, lockouts, and to any request for emergency assistance. Officers are responsible for performing investigations, preparing incident reports, and upholding the rules and regulations of the college, including housing regulations and the standards of conduct for students. Officers also note security-related problems such as broken windows and malfunctioning lights and locks.

Services include Operation I. D., vehicle assistance services, escort service, and lost and found. Public Safety also assists with educational programs that address students about matters pertaining to alcohol and drug awareness, security awareness, and other programs related to college life. The Department of Public Safety and the Dudley Police Department work in a model community policing program and work hand-in-hand in several areas to provide services to Nichols College.

The Department of Public Safety compiles campus crime statistics in order to comply with the Crime Awareness and Campus Security Act of 1990. A copy of these statistics and a copy of the Campus Safety, Security, and Fire Safety report are issued to all day students upon check-in during the fall semester. Copies of these reports are available at the Public Safety Office, the Admissions Office, the Office of the President, and the Human Resources Office. Public Safety also compiles a Daily Crime Log and a Residence Hall Fire Log that are available for review at the Public Safety Office.

Religious Holidays Observance Policy

Any student who is unable, because of religious beliefs, to attend courses or to participate in any examination, study, or work requirement on a particular day shall be excused from any such examination, study, or work requirement, and shall be provided with an opportunity to make up such examination, study, or work requirement that may have been missed because of such absence on any particular day, provided, however, that such makeup examination or work shall not create an unreasonable burden upon the college. No fees shall be charged by the institution for making available to the students such an opportunity. No adverse effects shall result to any student because of these provisions.

Sexual Harassment Policy

As an institution of higher learning committed to providing the most constructive atmosphere possible for academic and personal advancement, Nichols College is particularly concerned about conduct commonly described as sexual harassment. Sexual harassment is unlawful and will not be tolerated by

the college. Further, the college will act promptly to eliminate the harassment and impose such corrective action as necessary, including disciplinary action if appropriate. Informal mechanisms for resolving sexual harassment complaints may be used when the parties agree to do so. If the outcome is not satisfactory, the student may end the informal process at any time and begin the formal stage of the complaint resolution process. Complaints may be made orally or in writing to the Director of Residence Life and Judicial Affairs, the Director of Health Services, or the Dean of Students. Please refer to the Student Life Handbook on the college website for the full text of this policy.

Transcript Requests

Transcripts are furnished upon written request to the Registrar's Office. Each transcript costs \$10.

Verification of Student ID

Verification of Student Identity For students enrolled in face-to-face, online, or modified HyFlex courses, or for students using online materials through a course management system associated with a traditional course, identification is determined by both the use of a unique username and password that is securely distributed to every student once enrolled in the school, and through pedagogical and related practices that are effective in verifying student identity. Nichols College protects student privacy in compliance with the Family Educational Rights and Privacy Act of 1974 (FERPA), and will notify students at the time of registration or enrollment if there are any projected additional student charges associated with the verification of student identity. In addition, the Nichols College Academic Honesty Policy is clearly articulated in the college catalogs and referenced on all course syllabi.

Unique Username and Password

Each student has his or her own assigned number and student-generated password to log in to the Nichols College Portal and Learning Management System.

Pedagogical and Related Practices

Sound pedagogy assumes that the course includes a range of assessment methods that essentially "identify" the student. Examples include:

- Using discussion boards in ways that include personal reflections on reading, work submitted, and so on.
 - Assessments used allowing faculty to identify sudden changes in academic performance or a change in writing style.
 - Asking students follow-up questions to assignments, such as, "Expand upon this statement you made," "Tell me why you chose this,"
-

Financial Policies

We are proud to offer a Student Account Center with online payment options, real time updates and up to the minute balances. Recent enhancements include Account Summary Data, Account Activity, Statements and the ability to share Account Access!

The Student Account Center (SAC) is available at nichols.afford.com

- Make A One-Time Payment (option available in the center of the home page and no sign-in is required)
- Sign-in (upper right) with your Nichols College username and password and utilize all the benefits of the system Payment methods on the SAC include
 - Credit Card or Debit Card
 - 2.99% convenience fee will apply (convenience fees are subject to change)
 - All costs for choosing to pay with a credit card are assumed by the student or card payer. The College does not receive, nor will it underwrite, any portion of the convenience fee. The fee is not refundable.
- Withdrawal from a bank account (bank routing # and account # required)
- Monthly Payment Plan

Additional Fees:

- A convenience fee will be applied to all credit card payments. Payments made over the phone will be charged a service fee. Additional fees may be incurred for late payments, returned payments, or reinstatement of an account.

Company Reimbursement: Nichols College does not accept deferred payments based on company reimbursement policies, with the exception of the agreements listed below.

If you need any assistance or forms completed in order to request reimbursement from your company, please contact Student Accounts and we will be happy to help you. We can only provide financial information (not grades).

Nichols College has agreements with the following companies:

- **Mass Rehabilitation/ the Massachusetts Department of Workforce Development, Division of Career Services (DCS):** Please submit the appropriate state forms PRIOR to registering for courses.
- **The Hanover Insurance Group:** Requires a special paper registration and agreement to be submitted with the first registration. Contact Student Accounts to obtain the agreement form. Students are eligible for a discount and deferred payment.
- **Verizon:** Please submit the Verizon CAEL form with your registration. If registering online then you must fax the form to Student Accounts by the posted payment due date.

Financial Assistance: You may use any grants or loans that you are eligible to receive as a means of payment. The aid must be accepted and showing on the student account.

Please note that some loans may charge origination fees. These fees are usually a percentage of the loan

amount and are deducted from the funds sent to Nichols College on your behalf. The federal Stafford loans and Parent Plus loans do have origination fees. Additional information is available on the Financial Assistance page.

Military/VA: Nichols College accepts tuition assistance forms from all branches of the military. We will also certify students for VA benefits. We are a participating member in the CH33 GI Bill Yellow Ribbon program.

All tuition assistance forms and/or certification forms for the appropriate program must be submitted by the appropriate payment due date. Students need to make payment arrangements for the portion of the bill that will not be paid directly to the college.

Fees

Auditing a Course Students may audit a graduate-level course, as long as prerequisites are met, space is available in the course, and the following stipulations are agreed to:

- Students may only sign up to audit a course during add/drop week.
- Students must pay the full tuition for the course.
- Students cannot change the status of their course from an audited course to a credit-bearing course (or change from a credit-bearing course to an audited course) after the add/ drop period has ended.
- Students are not required to take exams or hand in written assignments. Professors will be notified of a student's audit status for a course and will not pursue auditing students to have them submit assignments. Students are, however, allowed to hand in assignments, take tests, and have their work graded by their professor.
- The final course grade will be recorded as "AU" on the student's academic transcript, regardless of graded work in the course, and will have no bearing on the student's cumulative grade point average.
- Audited courses are not applicable to degree programs.

Day Courses You may enroll in a course that is offered as part of the day program or during the day program hours. (Check with your advisor and the Registrar for any approvals that may be required.)

You will be charged the day rate of \$1,100 per credit (for the 2016–2017 academic year) for all day courses. Taking 12 or more credits in the day program in any one term may cause you to be charged the full-time day rate.

You may be assessed some additional fees, such as a lab fee, a parking fee, or a SGA fee.

If you are using financial aid to assist in paying for your courses, please inform the Office of Student Financial Services about your enrollment in a day course, as registering for a day course incurs increased tuition and fees. This may affect your financial aid eligibility.

Graduation A mandatory fee of \$150 will be charged to each student certified for graduation, regardless of whether or not he or she participates in the commencement ceremony.

- The fee is charged for each degree earned.
- The fee is charged in the March to April timeframe for May graduates. For degrees that are completed

in August and December the fee is charged about a month after courses have ended and the degree list is completed by the Registrar's Office.

- All financial obligations to the college must be met in order for the student to receive his or her degree.
- The actual degrees are normally delivered to Nichols College eight to 10 weeks after graduation.
- Graduation ceremonies are held once a year in May.

Returned Check Fee You will be charged \$50 for each check that is returned to Nichols College for nonpayment by the issuing bank. Nichols College reserves the right to refuse to accept personal checks as payment. We may at our discretion accept only credit card payments or cashier's checks.

Refund Policy

Students will receive a 100 percent refund if a course is dropped by the last day of the add/drop period for the session for the course.

Courses that are dropped after the add/drop date are course withdrawals. No refund is issued for course withdrawals and a grade of "W" will be assigned to the course.

Financial Aid

Financial aid is available to eligible graduate students enrolled in day, evening, accelerated, or online programs. Students must be accepted for admission and be attending at least half-time for most forms of financial aid. For timely financial aid information, please visit the Office of Financial Assistance homepage at www.nichols.edu. (This may require a Nichols login.)

The Financial Aid Application Process The first step in determining eligibility for financial aid is to complete the Free Application for Federal Student Aid, better known as the FAFSA. Students may apply online at www.fafsa.gov. Before completing the FAFSA online, students must obtain a federal pin number. Begin by visiting the federal pin website at www.pin.ed.gov. Parents of dependent students must also obtain a pin number. After a student sends the FAFSA, the college will receive an electronic aid file called an Institutional Student Information Record (ISIR). It takes approximately one to three weeks after FAFSA submission for the college to receive the ISIR. The college will use the ISIR to prepare students' financial aid awards.

The Financial Aid Award Before an award can be made, the Office of Financial Assistance must receive the student's FAFSA data. The Office of Financial Assistance staff will verify the student's enrollment and matriculation status. Awards are based upon the number of credits a student registers for during each semester. Once the student's enrollment status is determined, the staff will generate an award letter, which lists the types and amounts of financial aid the student can expect to receive for the year. Students should register for all classes prior to the semester start. Students must reapply for financial aid annually.

Application Deadlines The Office of Financial Assistance will accept applications until such time it is

deemed too late to process and disburse the aid to the student for the period of enrollment. Late applicants are responsible for any and all tuition and fees, including late payment fees, if student financial aid is incomplete at the time of registration. Late applicants may receive substantially fewer funds than on-time applicants.

Other Requirements Students receiving outside assistance must notify the college. At no time may total assistance, including loans and scholarships made from outside agencies, exceed the student's cost of attendance. The college cannot guarantee funding to any student, regardless of eligibility. Financial aid at Nichols College is awarded on the assumption that a student will successfully complete all credits attempted. In the event of withdrawal, dismissal, or failure to maintain satisfactory academic progress, aid may be withdrawn or adjusted according to applicable federal, state, and college policies. The college does not discriminate in the awarding of financial aid on the basis of race, color, religion, age, sex, handicap, veteran status, nationality, or ethnic origin.

State Funded Programs

State Scholarship Programs Many states provide scholarships to eligible residents and some states provide scholarships to students attending out-of-state schools. Requests for specific information should be directed to the state scholarship organization in the student's home state. For Massachusetts residents, please visit www.osfa.mass.edu for more information on Massachusetts state scholarship and grant programs. Massachusetts offers state grants to eligible full- and parttime students. Application for a state scholarship is made by completing the FAFSA by established deadlines. State priority deadlines are listed on the FAFSA. Students who meet the college's March 1 deadline will have also met all state deadlines.

Federally Funded Programs

For an up-to-date review of all federal aid programs, please visit www.studentaid.gov. Students must complete the FAFSA form in order to qualify for any federal aid.

Federal Pell Grants The Federal Pell Grant Program is available to students who demonstrate significant financial need. The amount of the grant varies from year to year. Application to the Pell Grant Program is made by completing the FAFSA form.

Federal Supplemental Education Opportunity Grant Program (FSEOG) The FSEOG Program is a federal grant program awarded to students who demonstrate significant financial need and who are enrolled at least half-time. Priority consideration is given to Pell Grant recipients. Application for the FSEOG is made by completing the FAFSA.

Federal Stafford Loan Program A federally sponsored loan program, the Stafford Loan Program is administered through the college and the Department of Education. Subsidized Federal Stafford Loans are awarded based on demonstrated financial need. Applicants are required to submit a FAFSA in order to determine eligibility. Loan amounts vary depending on eligibility and the year in school. Those who do not demonstrate financial need may still qualify for an unsubsidized Federal Stafford Loan, for which the student is responsible for interest. Repayment of either subsidized or unsubsidized loans begins six months after leaving school, whether due to graduation or withdrawal. The government limits Stafford Loan borrowing in the first two years of enrollment, but then increases that limit during the third and fourth years. The loan limits are as follows:

Year in School, Unsubsidized Stafford	Subsidized or unsubsidized Stafford	Additional *See Below
Graduate Students	\$0	\$20,500

There are two types of Federal Stafford Loans: subsidized and unsubsidized. The government pays the interest on subsidized loans while the eligible student remains in school at least halftime. The student is responsible for paying the interest on an unsubsidized loan while in school, from the first disbursement date to the end of repayment. The unsubsidized interest may be deferred by the student while in school.

Eligible students will sign a promissory note prior to loan disbursement.

Federal Parent or Graduate PLUS Loan PLUS Loans are federally sponsored loans for creditworthy parents of dependent undergraduate students or graduate students. The loan is disbursed in two equal disbursements, usually in the fall and spring. Repayment begins immediately after the scheduled second disbursement of the loan. The student must complete a FAFSA for consideration. Parents or graduate students may borrow up to the cost of attendance, less other aid.

Statement of Financial Aid Eligibility

To receive financial aid at Nichols College, a matriculated student must complete all financial aid application requirements, enroll at least half-time, and maintain satisfactory academic progress.

Enrollment Status

A student's enrollment status may affect the type and amount of financial aid for which he or she qualifies. The chart below shows the credits needed per semester for each status:

	Graduate Students
Full-Time	6 or more credits
Three-Quarter	Not applicable
Half-Time	1-4 credits

*Students attending less than half-time in any semester are ineligible for most forms of financial aid, with the exception of Pell Grants.

Satisfactory Academic Progress

Recipients of federal financial aid, including most loan programs, must make satisfactory academic progress toward their degree. Both attempted credits (quantitative) and cumulative grade point average (qualitative) factor into satisfactory academic progress. Students are reviewed for progress at the end of the spring semester.

Qualitative Measures of Satisfactory Academic Progress

Graduate students must maintain a 3.0 grade point average to maintain satisfactory academic progress.

Course grades W (Withdrawn), I (Incomplete), and F (Failure) are counted as credits attempted but not successfully completed.

Courses dropped before the published add/drop date each term do not count as attempted.

Transfer credits are neutral for a GPA and are counted as credits attempted and completed.

Quantitative Measures of Satisfactory Academic Progress In addition to qualitative standards as outlined above, students must progress through their programs in a timely manner graduate students must successfully complete 70 percent of all credits attempted at Nichols College.

Academic progress will be reviewed annually following the spring semester.

Financial Aid Suspension

- When students are on financial aid suspension or termination, they lose all eligibility for college, federal, and state aid, including student or parent loans.
- Reminder: There could be situations where students are in good academic standing but fail to meet the academic standard for financial aid eligibility.

When a student has been placed on financial aid suspension, the Office of Financial Assistance may grant a semester of financial aid probation (reinstatement of aid eligibility) if there are documented circumstances that have affected the ability to maintain good academic standing. If a term of financial aid probation is granted, the student must meet the conditions of that probation as stated in the prescriptive plan. Failure to agree to or to meet those conditions will result in the loss of financial aid eligibility.

Students who have exceeded 150 percent of the required degree credits are not eligible for a probationary period.

Loss of Financial Aid

Notification of Loss of Financial Aid The Office of Financial Assistance will send written notice to any financial aid recipients who do not meet minimum satisfactory progress standards. The notice will be addressed to each student's most current local address on file with the Office of Financial Assistance. It is the responsibility of each student to have a correct address on record at all times in the Office of Financial Assistance.

Appeals Process Any student who has been terminated from financial aid has the opportunity to appeal such action to the Financial Aid Appeals Committee. The suspension may be appealed on the basis of an undue hardship, such as the death of a relative or an injury to or illness of the student, if the undue hardship is the cause of deficient academic performance. Documentation of the circumstances should

accompany the appeal (i.e., doctors' notes, etc.). If such an appeal is successful, some or all of the financial aid will be reinstated based on committee recommendation and funding availability at the time of appeal. All appeals must be in writing, and directed to the Director of Financial Assistance. Appeals may be mailed or faxed to (508) 213-2118.

Reinstatement of Lost Financial Aid Once a student regains satisfactory academic standing, or prevails upon appeal, his or her financial aid shall be reinstated, where continued eligibility and funding permits. For purposes of receiving financial aid, good academic standing is defined as meeting both qualitative and quantitative measures of academic progress as outlined previously. Once a student's aid is lost, it may be reallocated to other students and is not reserved for any student pending appeal decisions. If reinstatement of aid is warranted, the college will reinstate a student's aid with any remaining resources for which the student is eligible. Be advised that some sources of financial aid, such as achievement scholarships, have a grade point average requirement for reinstatement (CGPA 2.0). Nichols College cannot guarantee that a student's aid package will be reinstated to match the previous amount awarded.

Financial Audit Availability

The college will provide a copy of the most recent audited financial statements upon request. The request can be made to the Controller through the Business Office at Nichols College, (508) 213-2288.

Grading Policies

Grade Point Average (GPA)

The point value for each grade received is multiplied by the number of credit hours for that course. A total of the grade points for the semester's courses is then divided by the overall credit hours attempted in order to determine the term's grade point average (GPA). A perfect average would be 4.0 (A).

The term grade point average includes only grades received in a given term. The cumulative grade point average (CGPA) is a measure of the student's total coursework attempted at Nichols College. To figure the cumulative grade point average, the total number of grade points (the sum of all course grades multiplied by their grade point values) is divided by the total number of credit hours attempted. Credits assigned W grades are not counted in the total of attempted credit hours for the GPA or CGPA. Exception: Financial aid calculations count credits associated with W grades as attempted credit hours.

Grades of AU and W have no effect on GPA. A grade of P is counted toward hours earned but does not have a quality point value. Grades WF and F are included in hours attempted but represent no earned hours and 0.0 grade points.

GRADE REPORTS

Grade reports are available to all students online at the end of each session.

GRADING SYSTEM

Letter grades are awarded in all courses as follows:

GPA	Letter Grade	1-100 Scale
4.0	A	93-100
3.7	A-	90-92.99
3.3	B+	87-89.99
3.0	B	83-86.99
2.7	B-	80-82.99
2.3	C+	77-79.99
2.0	C	73-76.99
1.7	C-	70-72.99

AU: This grade is awarded only with the permission of the Registrar during add/drop.

W: This grade indicates that the student withdrew within the first four (4) weeks of a semester.

WF: This grade is awarded in instances of academic dishonesty.

I: This grade indicates that coursework was not completed. I grades must be removed within seven (7) weeks of being issued or the Registrar will change the grade to F.

P: Pass (This grade applies to courses on a pass or fail basis; see the Registrar for regulations governing pass or fail courses.)

Honors

Commencement Honors

In order for a student to participate in the graduation ceremony in May, he or she must not have more than seven (7) credit hours to complete

Graduate Award for Excellence: Graduate students eligible for graduation who have a cumulative GPA of 3.5 or higher, and have never received a grade lower than a B- will be invited to submit an essay to be considered for this award.

Application for Graduation

Students with an anticipated graduation less than one term away, either in December or May, should fill out an application for graduation online through WebAdvisor. This form confirms the spelling of your name on your degree, and should be filled out a couple of months prior to a student's anticipated graduation date.

Academic Probation, Suspension, and Dismissal

Graduate Students

If a student fails to maintain a minimum cumulative grade point average (CGPA) of 3.0, the student will be placed on academic probation. If a student has completed 12 or fewer semester hours, the student will have 9 semester hours to increase the CGPA to 3.0 or above. If a student on academic probation has attempted more than 12 semester hours, the student will have 6 semester hours to increase the CGPA to 3.0 or above.

Students on academic probation will not have access to registration online through WebAdvisor. Students must register using a paper registration form with a proper method of payment until the academic probation hold is removed.

If at any point a student on academic probation cannot achieve a minimum cumulative grade point average (CGPA) of 3.0 with the courses allowed, the student will be academically dismissed from the program. Academic dismissal is permanent unless, with good cause, a student reapplies to the college and is accepted under special consideration for readmission by the Executive Director of Graduate and Professional Studies. Note: There is a 10-year statute of limitations on all graduate-level courses. Any course that is over 10 years old will not be applied toward the degree requirements; however, all grades will count toward a student's GPA, regardless of when taken.

Contesting a Grade

The appeal procedure may not be used to challenge a grade that results from a faculty member exercising usual and customary professional judgment in the evaluation of student work. No grade may be appealed after six (6) months from the issuance of the grade.

1. A student who believes an error has been made in his or her grade in any class should attempt to resolve the issue informally with the instructor.
2. In the event that an informal resolution does not occur, the student should promptly (within two (2) weeks of speaking with the instructor) submit the grievance in writing, with supporting evidence, to the Director of Academic Programs and request a meeting with that person. The Director of Academic Programs should then arrange a meeting with the student within two (2) weeks, review the grievance and supporting evidence, meet with the instructor, and resolve the problem, providing the student with written notification.
3. If the student remains dissatisfied with the Academic Director's decision, within two (2) weeks of receiving written notification from the Academic Director, the student may submit a written appeal to the Executive Director to request a meeting. Following this meeting, the Executive Director will make a binding decision, thereby concluding the matter.

Course Repeat Policy

A graduate student who received an unsatisfactory grade in a course may repeat the course by registering again for the course and by informing the registrar that the course is being repeated. Both grades, however, will remain on the permanent transcript, but only the most recent grade earned will be calculated into the grade point average (GPA).

Incomplete Policy

Assuming the faculty member determines as an exercise of his or her individual discretion that a student returning from an excused absence (1) has already completed at least 60 percent of the current semester's coursework, and (2) projects to be able to successfully complete all course requirements if provided limited additional time, a faculty member may assign a grade of Incomplete in order to allow a student up to seven (7) weeks of additional time to complete course requirements. Students are required to engage their professor and establish with the professor a mutually agreeable written plan for submitting all required coursework.

Withdrawal from Course

A student may withdraw from a course within the first four (4) weeks of a seven-week session without academic penalty. The student will receive a grade of "W." See the current class schedule for specific withdrawal dates for the current semester. Please use Drop Action in WebAdvisor to complete the process. Please note: If withdrawing from all registered courses in a given semester, the request for withdrawal must be submitted in writing or via email to the Registrar's Office at *Registrar [at] nichols [dot] edu*.

Tuition will not be refunded for courses from which a student withdraws. To obtain a refund, the student must have dropped the class within the published tuition withdrawal deadlines.

Information Technology Regulations

ACCEPTABLE USE OF INFORMATION TECHNOLOGY RESOURCES

Purpose

The purpose of this policy is to outline the acceptable uses of computing and information technology resources for the Nichols College student community. This policy outlines the standards for acceptable use of college computing and information technology resources that include, but are not limited to, equipment, software, networks, data, and telecommunications equipment, whether owned, leased, or otherwise provided by Nichols. This policy is intended to reflect the college's commitment to the principles, goals, and ideals described in the Nichols College Mission Statement.

Coordination with Other Policies

Users of information technology resources at Nichols College are advised that other college policies, including those for Human Resources, the faculty and student handbooks, and notably those policies governing copyright and intellectual property compliance, may be related to the use of information technology resources, and that those policies must be observed in conjunction with this policy.

Additionally, laws (including, but not limited to, FERPA, HIPAA, etc.) and college policies relating to disclosure of confidential information must be observed.

Access to and Expectations of Persons Using Information Technology Resources

It is the policy of Nichols College to maintain access for its community to local, national, and international sources of electronic information in order to provide an atmosphere that encourages the

free exchange of ideas and sharing of information. Nichols College maintains a variety of information technologies for use as resources for people, as catalysts to learning, for increased access to technology, and for an enriched quality of learning. Access to this environment and to the college's information technology resources is a privilege and must be treated with high ethical and legal standards.

Both the Nichols community as a whole and each individual user have an obligation to abide by the following standards of acceptable and ethical use:

- Use only those computing and information technology resources and data for which users have authorization, and only in the manner and to the extent authorized.
- Use computing and information technology resources only for their intended purpose.
- Protect the access and integrity of computing and information technology resources.
- Abide by applicable laws and college policies, and all applicable contracts and licenses, and respect the copyright and intellectual property rights of others, including the legal use of copyrighted material.
- Respect the privacy and personal rights of others.
- Connect to the network only end-user equipment that has appropriately maintained software, including (but not limited to) operating systems, browsers, plug-ins, anti-virus, and other software as appropriate.

Access to Nichols information technology and computing resources is a privilege granted to students, staff, and faculty at Nichols College. The college extends access privileges to individual users of the college's information technology and computing resources. The extension of these privileges is predicated on the user's acceptance of and adherence to the corresponding user responsibilities detailed in this policy. The college reserves the rights to limit, restrict, or extend access to information technology resources.

Residence Hall Network Access Restrictions

No student shall turn on or connect student-owned wireless access points, gateways, or routers in the residence halls or elsewhere on campus. These wireless routers are commonly sold in retail stores and provide home private use; however, when brought on campus they cause Nichols College wireless interference, network congestion, and loss of network access to other students.

Application

This policy applies to all users of Nichols computing and information technology resources, including faculty, staff, students, alumni, guests, external individuals or organizations, and individuals accessing external network services, such as the Internet, via college facilities. The Vice President for Information Services will determine operational policies, networking standards, and procedures to implement the principles outlined in this policy. The Information Technology Department (IT) has the right to protect shared information technology resources.

Ownership

Nichols College assumes and reserves ownership of all data, files, messages, and programs stored in its computer systems. Users cannot claim ownership of any data stored in Nichols College computer systems. Users can, however, expect exclusive use of all email messages stored in their user accounts.

Cooperation with any system administrator requests regarding user computing activities is expected. Only under certain unusual circumstances involving issues of system integrity, sexual harassment, or suspicion of illegal use of computer resources, and at the direction of the President of Nichols College, the Vice President for Information Services, the Director of Human Resources, or the Dean of Students, will the system administrator access email stored in user accounts.

Copying Copyrighted Materials (Software, Music, Videos)

Respect for the intellectual work and property of others has traditionally been essential to the mission of academic institutions. As members of the academic community, Nichols College values the free exchange of ideas. Just as Nichols College does not tolerate plagiarism, it does not condone the unauthorized copying of any copyrighted materials. The copying of these types of materials without permission from the owners is illegal and a criminal offense.

Storage or Copying of Confidential Information

Nichols maintains systems that store a significant amount of confidential information on faculty, staff, students, donors, prospects, vendors, and so on. Access to this information is restricted on a need-to-know basis. Under no circumstances is any of this information to be copied or exported off the server and stored on a laptop or portable computer, on a home computer, in cloud-based storage, on a smart phone, or on removable storage media, including, but not limited to, a CD or DVD, a USB key or thumb drive, an iPOD, or a MP3 player.

It should also be understood that email messages, which have file attachments containing confidential information, run the same risk of exposure as files on removable storage media, laptops, or smart phones. Therefore confidential information must not be attached to any email messages.

Use of College-Assigned Usernames and Passwords

Nichols College assigns usernames and passwords to individuals in order to provide users with access to specific information and system resources, based on the needs of their job function. Under no circumstances are users to share usernames and passwords with anyone else, unless requested to do so by a system administrator for the purpose of troubleshooting a system issue. Sharing of this information will be construed as circumventing the college's security practices and procedures, and will expose that user to risk of disciplinary action. Any need for system access to data or resources must be processed as a request through the appropriate channels, so that appropriate authorizations can be obtained and documented.

Right to Monitor

The campus computer systems linked together on a common fiber-optic network are owned by Nichols College, or, in some cases, are privately owned as personal computers brought to campus by faculty, staff, or students. Regardless of ownership, every computer attached to the campus network for any reason (Internet connectivity, email accessibility, etc.) is subject to monitoring by the IT staff. Due to the exponential growth of the amount of data transmitted through the Nichols College network, this monitoring is required in order to detect and correct network problems as they occur, thereby ensuring the continued stability of the campus-wide computing environment. Even with the right to monitor,

users should continue to expect that their data, files, and email will remain private. System monitoring is a mechanism for identifying abnormal computer system or user activities, not a method for accessing private information.

Uses

In general, the Nichols College student community shall use college information technology resources (which include privately owned computers connected to the college network) in connection with the college's core teaching, research, and service missions. Uses that do not significantly consume resources or interfere with other users also are acceptable, but may be restricted by IT. Under no circumstances shall members of the college community or others use college information technology resources in ways that are illegal, that threaten the college's tax-exempt or other status, or that interfere with reasonable use by other members of the college community. Any use of college information technology resources, including network infrastructure, for commercial purposes is prohibited.

Sanctions for Violations

Failure to comply with the appropriate use of computing and information technology resources threatens the secure environment and atmosphere for sharing information, exchanging ideas freely, and creating and maintaining information property. This failure subjects any member of the Nichols College community to existing disciplinary procedures including, without limitation, suspension of system privileges, expulsion from school, termination of employment, and legal action as may be appropriate. Nichols College also reserves the right to confiscate any privately owned equipment that is used in the violation of this Acceptable Use Policy.

Review of the Policy

This policy may be assessed from time to time in order to reflect substantive change that results from changes to the Nichols College information technology resources, or from changes in legal statutes that impact information technology resources, copyright, or other intellectual property issues. The Vice President for Information Services is responsible for determining when the policy needs to be reviewed and for defining the process for review and revision.

(This policy was adapted from a policy created by Case Western Reserve University.)

File Sharing and Copyright Policy

In their use of the college's Internet connection, all members of the Nichols College community are expected to comply with both Title 17 of the United States Code, also known as the "Copyright Act of 1976," and the Digital Millennium Copyright Act (1998). With regard to peer-to-peer file sharing, all users of Nichols College network resources are also expected to abide by the rules outlined in the Higher Education Opportunity Act of 2008. www.campusdownloading.com is an example of a site that helps ensure legal downloads of protected materials.

Allowable

- Make a backup copy of a CD, or a DVD, or software purchased for personal use.
- Copy purchased music or movies to the purchaser's own computer.
- Copy purchased music or movies to the purchaser's own PDA, iPod, or MP3 music device.
- Make a CD for personal use of music purchased for personal use from appropriate sites on the Internet. Not Allowable
- Share, for others to download, music, movies, or software via a network (including the Internet).
- Make copies of a CD, a DVD, or software borrowed from a friend or to give to a friend.
- Distribute for personal gain music purchased or downloaded.
- Download music, movies, or software without purchasing them (unless they are legally "free").

Consequences of Violations

Violations of copyright law can have serious consequences in the area of:

- **Civil Liability:** Persons found to have infringed upon copyright law may be held liable for substantial damages and attorneys' fees. The law entitles a plaintiff to seek statutory damages up to \$150,000 for each act of willful infringement.
- **Criminal Liability:** Copyright infringement also carries criminal penalties under the No Electronic Theft Act. Depending on the number and value of the products exchanged, penalties for a first offense may be as high as ten years in prison.
- **College Sanctions:** Students are responsible for their compliance with copyright law. The college cannot take responsibility for student compliance, and cannot defend students against a claim by a copyright owner. Upon receipt of a complaint about a student's behavior, Nichols College officials are required to take action. This action could range from terminating a student's Internet connection and providing the student's name to the copyright owner, to suspension or expulsion from the college, depending on the severity of the infringement.

(This policy was adapted with permission from Bates, Goucher, and Lynchburg Colleges.)

Use of Nichols-Assigned Student Email Accounts for College Notices

Each student is assigned a Nichols College email account and address. This address is the one the college will use to send important correspondence. Some examples of college correspondence include weather-related college closures, registration updates, responses to support requests sent to the Information Technology Help Desk, and course-related messages from faculty. Students are expected to check their Nichols email accounts regularly. Communication to faculty or staff must be made via students' Nichols email accounts as well. For security reasons, the faculty and staff will only provide confidential information about student status at the college through a student's Nichols email address.

Admissions Procedures

Nichols College regards each prospective student as an individual, considering each application as it is submitted throughout the academic year. Applications for graduate and undergraduate students are accepted on a rolling basis and acceptance decisions are made once the application is complete. It is the goal of Nichols College that every student who enrolls is provided the best career-focused business and

professional education.

Once accepted into the GPS program, students may start as early as the next session start date. Nichols College offers six (6) “start” dates throughout the calendar year: fall semester, session I and session II; spring semester, session I and session II; and summer semester, session I and session II. Note that all GPS courses are accelerated seven-week courses.

NON-MATRICULATED STUDENT STATUS

Students considering a Nichols College graduate program may take a number of courses prior to formal admission. It is recommended that students interested in nonmatriculated student status make an appointment for an interview with an admissions advisor.

Graduate students may take up to three (3) courses (9 credits) prior to formal admission. Undergraduate students may take up to five (5) courses. Please be aware that until a student has applied and been accepted to the college, there is no guarantee that the courses a student self-selects will apply to a future degree program.

GRADUATE ADMISSION

To be admitted to a graduate degree program, students must submit the following:

- Graduate application
- Personal statement (up to 800 words)
- Official sealed transcripts covering all prior academic work at the undergraduate and graduate levels
- Two letters of recommendation
- Current resume
- Application fee

Applicants will receive written notification of the outcome of the admission decision within ten (10) business days of completing their application.

It is recommended that students interested in provisional status make an appointment with an academic advisor in order to ensure that correct courses are taken. Once the three (3) courses have been completed, nonmatriculated students must complete all formal admission requirements if any additional courses are to be taken.

Graduate students must have achieved a minimum cumulative grade point average of 3.0 in their undergraduate program to be admitted to a graduate degree program at Nichols College. Students with a 2.75–2.99 CGPA may be allowed provisional acceptance. Students granted provisional status must achieve a 3.0 GPA after taking their first three (3) courses in order to continue the program. If a minimum 3.0 grade point average is achieved, the student will be granted full admission. However, if the minimum 3.0 is not achieved, the student will not be allowed to continue the program.

TRANSFER CREDIT

Students seeking a transfer from another college must follow the regular application procedure outlined in the admission procedures. Transfer students must request official transcripts of all previous college or university work attempted, whether or not credit has been granted. Upon admission to Nichols College,

copies of the transfer student's transcript are sent to the Office of the Registrar for evaluation. The Registrar will send to the student notification of credits accepted for transfer.

Courses for transfer credits will be evaluated according to the following guidelines:

Graduate Students

- Requests for transfer credit will be reviewed at any time during the graduate program.
- Courses taken at regionally accredited higher education institutions where a grade of "B" (3.0 or above) was earned will be accepted for transfer credit provided the course or courses are similar to a course or courses offered at Nichols College and are applicable to a Nichols College degree program.
- Once matriculated into the program, approval by the GPS Director of Academic Programs is required.
- The maximum allowable transfer credit hours for a graduate program at Nichols College is nine (9) graduate-level semester credit hours.
- The capstone course is ineligible for transfer credit and must be taken at Nichols College.

Readmission

- Graduate students who have previously attended the college and have left or withdrawn for more than 2 years will need to reapply. If the student has attempted academic work at other regionally accredited institutions since leaving Nichols College, official transcripts of the work must be submitted. The same policy would apply to previously accepted applicants who never matriculated.

If less than two years has elapsed, the student or applicant would be paired directly with our Student Success team for assistance.

Certificate Programs

INTRODUCTION

Students who have obtained a bachelor's degree may pursue a graduate-level certificate from Nichols College, in one of the three areas below:

- Advanced Critical Thinking and Decision Making
- Employee Benefits
- Operations Management and Six Sigma

COURSES REQUIRED

Advanced Critical Thinking and Decision Making

- MBA 730 Critical Thinking – MBA style (3 credits)
- MBA 740 Creative Decision Making (3 credits)
- MBA 750 Problem Solving and Analysis (3 credits)

Employee Benefits

- MBA 731 Group Health Care Design (3 credits)
- MBA 741 Group Benefits Management (3 credits)

- MBA 751 Retirement Plan Design (3 credits)

Operations Management and Six Sigma

- MBA 732 Six Sigma and Lean Management (3 credits)
 - MBA 742 Advanced Six Sigma (3 credits)
 - MBA 752 Advanced Project Management (3 credits)
-

Graduate Program

Introduction

Nichols GPS offers three graduate programs, a Master of Business Administration (MBA) consisting of 36 credits, a Master of Science in Organizational Leadership (MSOL) consisting of 30 credits and a Master of Science in Accounting (MSA) consisting of 30 credits. In addition, three different dual degree options are available, the MBA/MSOL, can be obtained by completing 48 credits, the MBA/MSA, can be obtained by completing 54 credits, and the MSA/MSOL, can be obtained by completing 48 credits.

All GPS courses are delivered in a modified HyFlex model. This gives learners the flexibility to choose the learning mode that works best. Each week there is a 90-minute synchronous session held on campus. A student can participate face-to-face or remotely via a learning Web-conferencing tool. Participation in the 90-minute session is strongly encouraged and work done in the session may be required and graded. However, in the event that a student is unable to be present (physically or remotely), the 90-minute synchronous sessions are recorded and posted in the learning management system for all students to access at their convenience. (This applies to all courses with the MBA, MSOL, MSA or BUS prefix. GSB courses will continue to be taught in a hybrid format or online.)

Learning Outcomes

MBA Learning Outcomes

1. Critically analyze business problems to find creative solutions. Use quantitative and qualitative business models to evaluate alternatives to finding the most feasible business result.
2. Apply an ethical decision framework to business problems in order to evaluate alternative solutions to addressing ethical concerns.
3. Develop cultural awareness and communication skills in order to interact with global issues.
4. Develop negotiating, coaching, and mentoring skills necessary for highly productive and collaborative relationships among individuals, teams, and organizations.

MSOL Learning Outcomes

1. Apply leadership principles and theory and critical thinking skills to creatively solve problems.
2. Use an ethical framework to analyze complex situations, identify organizational needs, and develop effective strategies in order to meet defined objectives.
3. Develop negotiating, coaching, and mentoring skills necessary for highly productive and collaborative relationships among individuals, teams, and organizations.

4. Develop cultural awareness and communication skills in order to interact with global issues.
5. Employ qualitative and quantitative research methods for organizational analysis and problem solving.

MSA Learning Outcomes

1. Critically analyze accounting problems in order to find creative solutions
2. Identify, comprehend and apply appropriate professional accounting rules and standards.
Understand current issues and emerging trends in accounting.
3. Apply an ethical decision making framework to accounting issues to find solutions
4. Use cultural awareness and communication skills to foster highly productive and collaborative relationships

Common Master-Level Skills (12 credits)

- BUS 610, 611, 612 Experience Nichols I – Learn. Lead. Succeed. (3 – 1 credit courses)
- BUS 615 Business Communications
- BUS 620 Cultural Awareness in Global Business Today
- BUS 625 Current Trends in Leadership

MSOL Core Courses (18 credits)

- MSOL 705 The Leadership Experience
- MSOL 710 Change and Innovation Management
- MSOL 715 Negotiation and Conflict Resolution
- MSOL 720 Competition, Innovation, and Strategy
- MSOL 725 Individual, Team, Manager, Mentor, Leader
- MSOL 800 Action Research Project (*MSOL capstone)

MBA Core Courses (15 Credits)

- MBA 705 Global Marketing and Data Analytics
- MBA 710 Managerial Finance
- MBA 715, 720 Operations Management and Cost Control (6 credits)
- MBA 800 Strategic Management (* MBA capstone)

Electives and Master Certificates* (9 credits)

Nichols will accept up to 9 credits of graduate-level business electives from other accredited programs.
*Stipulations apply.

Advanced Critical Thinking and Decision Making

- MBA 730 Critical Thinking – MBA style
- MBA 740 Creative Decision Making
- MBA 750 Problem Solving and Analysis

Employee Benefits

- MBA 731 Group Health Care Design
- MBA 741 Group Benefits Management
- MBA 751 Retirement Plan Design

Operations Management and Six Sigma

- MBA 732 Six Sigma and Lean Management
- MBA 742 Advanced Six Sigma
- MBA 752 Advanced Project Management

MBA/MSOL Joint Degree Program (48 credits)

- Complete Common Master-Level Skills (12 credits)
- Complete MBA Core Courses (15 credits)
- Complete three (3) MBA Electives (9 credits)
- Complete MSOL Core Courses (except MSOL 800 & MSOL 720) (12 credits)

MSA Core Courses

- MSA705: Business Environment and Systems Assessment
- MSA 710: Ethics, Law and Forensic Accounting
- MSA 715: Financial Accounting and Reporting
- MSA 720: Advanced Financial Accounting and Reporting
- MSA 725: Auditing
- MSA 730: Current Trends in Accounting

- MSA/MBA Joint Degree Program (54 credits)
- MSA program (30 credits)
- MBA705 Global Marketing and Data Analytics
- MBA710 Managerial Finance
- MBA715 Operations Management and Cost Control I
- MBA720 Operations Management and Cost Control II
- MBA800 Strategic Management
- Elective
- Elective
- Elective

- MSA/MSOL Joint Degree Program (48 credits)
- MSA program (30 credits)
- MSOL705 The Leadership Experience
- MSOL710 Change and Innovation Management

- MSOL715 Negotiation and Conflict Resolution
- MSOL720 Competition, Innovation and Strategy
- MSOL725 Individual, Team, Manager, Mentor, Leader
- MSOL800 Action Research Project

NOTE: All courses are 3 credit hours unless otherwise noted and may meet only one degree requirement.

Course Descriptions

Nichols online scheduling tools give you the road map you need to set goals and create a schedule to make them happen. As always, our academic advisors are available to assist you. Their guidance and expertise is invaluable for:

- Understanding patterns in course offerings by semester
- Planning several semesters in advance
- Finishing your degree in the shortest time possible
- Balancing your coursework effectively with your other commitments

Bridge to Business - BUS-510

3 Hours, Semester

The accelerated business foundations course is an efficient way for non-business students to gain basic business knowledge. This dynamic course is taught by a team of faculty who bring their content knowledge and business background. The course is a perfect way to refresh your business background, gain a sound foundation in business concepts and prepare you to enter into the MBA or MSOL program. This course is a perfect elective choice for an undergraduate or a working professional seeking development. The course is organized into seven modules: an introduction, management, marketing, Excel and data analysis, economics, accounting and finance.

[Register for this course](#)

Experience Nichols I - Learn.Lead.Succeed. - BUS-610

1 Hours, Semester

This course leads new students through a comprehensive overview of the College, its advantages in the business field, and the resources that are readily available to students. In addition, this course guides students through the process of personal development necessary to succeed in the program and today's business market. (This course is designed to be completed as a series of three one-credit segments. BUS 610: 1 credit – First Session of your program, BUS 611: 1 credit – 15 credits into your program, and BUS 612: 1 credit – 27 credits into the program.)

As a result of completing all three parts of this course, the student will:

1. Identify Nichols community, culture, learning tools, and college resources
2. Locate methods and tools for research as 21st century learners

3. Analyze emotional intelligence (self-awareness, self-management, collaboration, and teamwork)
4. Develop personal learning objectives for maximizing return on investment in a master's program

[Register for this course](#)

Experience Nichols II - Learn.Lead.Succeed. - BUS-611

1 Hours, Semester

This course leads new students through a comprehensive overview of the College, its advantages in the business field, and the resources that are readily available to students. In addition, this course guides students through the process of personal development necessary to succeed in the program and today's business market. (This course is designed to be completed as a series of three one-credit segments. BUS 610: 1 credit – First Session of your program, BUS 611: 1 credit – 15 credits into your program, and BUS 612: 1 credit – 27 credits into the program.)

As a result of completing all three parts of this course, the student will:

1. Identify Nichols community, culture, learning tools, and college resources
2. Locate methods and tools for research as 21st century learners
3. Analyze emotional intelligence (self-awareness, self-management, collaboration, and teamwork)
4. Develop personal learning objectives for maximizing return on investment in a master's program

[Register for this course](#)

Experience Nichols III - Learn.Lead.Succeed. - BUS-612

1 Hours, Semester

This course leads new students through a comprehensive overview of the College, its advantages in the business field, and the resources that are readily available to students. In addition, this course guides students through the process of personal development necessary to succeed in the program and today's business market. (This course is designed to be completed as a series of three one-credit segments. BUS 610: 1 credit – First Session of your program, BUS 611: 1 credit – 15 credits into your program, and BUS 612: 1 credit – 27 credits into the program.)

As a result of completing all three parts of this course, the student will:

1. Identify Nichols community, culture, learning tools, and college resources
2. Locate methods and tools for research as 21st century learners
3. Analyze emotional intelligence (self-awareness, self-management, collaboration, and teamwork)
4. Develop personal learning objectives for maximizing return on investment in a master's program

[Register for this course](#)

Business Communications - BUS-615

3 Hours, Semester

Communication is key to success, whether through inter-office reports and communications, marketplace messages and conversations, or inter-personal interactions. This course will aid students in

developing skills and abilities in the area of communication - personal and business.

As a result of this course, the student will:

1. Generate well-organized and effective informational and persuasive presentations
2. Analyze and draw inferences from written material
3. Write effective proposals and reports
4. Develop strategies for employing style, structure, format, and for maximizing impact
5. Apply frameworks in the digital age of communication

[Register for this course](#)

Cultural Awareness in Global Business Today - BUS-620

3 Hours, Semester

Today's business reaches across national and international borders, and the successful business leader understands this paradigm. This course will lead the student through discovery, analysis, and utilization of international business practices. In order to complete this course successfully, the student will identify and understand governmental policies, international organizations and competition as well as models for doing business in developing nations using culture in the decision-making process.

As a result of this course, the student will:

1. Analyze global business initiatives
2. Identify issues related to globalization from a variety of viewpoints
3. Develop an ethical framework and analyze issues through that framework
4. Identify, describe, and debate major themes concerning globalization, culture, and ethics
5. Analyze teamwork dynamics across geographic and cultural boundaries
6. Evaluate business culture and practices in developing nations

[Register for this course](#)

Current Trends in Leadership - BUS-625

3 Hours, Semester

As business practices evolve to meet the changing demands of the marketplace, leaders must constantly evaluate and make adjustments to stay on top of the field. This course is designed to help students identify, evaluate, and analyze current trends and then to make judgments on the viability and wisdom of those trends. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Compare and contrast leadership styles, including leading with vision, inspiring, and motivating others
2. Analyze and summarize critical issues in leadership and ethical decision-making
3. Analyze current professional literature
4. Examine the evolution of teams

Prerequisite: BUS-610

[Register for this course](#)

Global Marketing and Data Analytics - MBA-705

3 Hours, Semester

Because business operates in a global economic market, it is vital to have the ability to locate and analyze data that will impact business at the local level. This course is designed to guide the student through the processes necessary to make wise business decisions based on rigorous analysis of global trends. Statistical software will be used throughout the course. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Identify and evaluate the external global marketing environment and analyze its impact on various industries
2. Evaluate select international markets for entry and growth in a variety of industry categories
3. Identify, evaluate critically, and apply marketing information using primary and secondary data for global strategic marketing decision-making
4. Assess emerging opportunities in global markets

Prerequisite: BUS-610

[Register for this course](#)

Managerial Finance - MBA-710

3 Hours, Semester

General managers require a sophisticated understanding of the contributions and limitations of data analysis. The aim of this course is to enable the student to understand financial issues facing today's business. Students will analyze case studies and apply financial models in evaluating corporate financing and operational decisions. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Evaluate how interests of various stockholders may conflict
2. Evaluate the financial health of an organization by analyzing the financial statements and supplementary internal and external information from annual reports and other company data
3. Apply working capital management techniques to a business in terms of risk and profitability
4. Develop and apply tools of finance to value investment projects including the determination of relevant cash flows and the appropriate discount rate
5. Critically analyze current financial management issues and the role of ethics

[Register for this course](#)

Operations Management and Cost Control I - MBA-715

3 Hours, Semester

This is an integrated two-part course that examines operations models of the organization through a cost

savings lens. It introduces new methods and models to analyzing, diagnosing and improving operations for both manufacturing and service firms. The course focuses on key issues that impact competitiveness, including operations strategy, innovation, product and process design and development, supply change management, quality management and sustainable operations. (MBA 715 must be completed before MBA 720)

As a result of this course, the student will:

1. Analyze operational components to identify process improvements
2. Analyze operational and strategic decisions using variance analysis and breakeven techniques
3. Measure optimal performance through process analysis
4. Evaluate the potential tradeoffs between effectiveness and efficiency

[Register for this course](#)

Operations Management and Cost Control II - MBA-720

3 Hours, Semester

This is an integrated two-part course that examines operations models of the organization through a cost savings lens. It introduces new methods and models to analyzing, diagnosing and improving operations for both manufacturing and service firms. The course focuses on key issues that impact competitiveness, including operations strategy, innovation, product and process design and development, supply change management, quality management and sustainable operations. (MBA 715 must be completed before MBA 720)

As a result of this course, the student will:

1. Analyze operational components to identify process improvements
2. Analyze operational and strategic decisions using variance analysis and breakeven techniques
3. Measure optimal performance through process analysis
4. Evaluate the potential tradeoffs between effectiveness and efficiency

Prerequisite: MBA-715

[Register for this course](#)

Critical Thinking - MBA-730

3 Hours, Semester

Designed as a business “think tank,” this course gives students the opportunity to learn from experts as well as classmates when considering business decisions. Participants will be guided through the thinking process necessary for success in management.

As a result of this course, the student will:

1. Identify issues that transcend any single discipline or function of management
2. Analyze, communicate, and debate fundamental issues that arise in organizations
3. Develop an enhanced ability to identify critical questions when exploring a new business issue

[Register for this course](#)

Group Health Plan Design - MBA-731

3 Hours, Semester

With the radical changes in the health care marketplace, navigating this area of the benefits package can be challenging to the business professional. This course leads the learner in an examination of today's group health care options and the decision-making processes that are involved in making wise choices for the organization and the individuals who depend on this benefit. The material covered will be the same as the study material for applicable CEBS examination.

As a result of this course, the student will:

1. Identify and define the managed care spectrum and managed care plans
2. Create a plan for maintaining and improving employee health
3. Appraise dental plans
4. Identify and assess specialized benefits—behavioral health, prescription drugs, vision, and hearing care plans
5. Explore consumer-driven health plans, including health reimbursement accounts and health savings accounts
6. Explore and interpret fiduciary liability and ethical responsibility

[Register for this course](#)

Six Sigma - MBA-732

3 Hours, Semester

Six Sigma is a measure of continuous improvement that strives for near perfection. Lean manufacturing is a way to maximize customer value while minimizing waste. Many companies use one or the other of these methods for continuous process improvement. This class is an introduction to both processes, providing the student with an opportunity to explore the applicability of the theories to real life situations through case studies.

As a result of this course, the student will:

- Explain the skills required in order to utilize lean tools and data to decrease expenses, reduce cycle times, increase volume, and improve efficiency in Service, Operations, Supply Chain, and Manufacturing sectors
- Compare and contrast Lean Flow and Six Sigma
- Determine when and how to utilize the two systems together to achieve faster results

[Register for this course](#)

Creative Decision Making - MBA-740

3 Hours, Semester

Creativity is not always innate. It can be developed and improved. Based on the exploration of decision-making theory and current literature on the topic, this course begins with understanding the nature of

creative thinking and provides a structured approach to problem solving. It is this understanding and structure that allows participants to learn quickly how to solve problems, generate fresh ideas, and then work with those ideas effectively.

As a result of this course, the student will:

1. Evaluate and apply a wide range of practical techniques to understand problems thoroughly
2. Generate and develop new ideas and solutions for real world situations
3. Compare, evaluate and communicate solutions and ideas effectively

[Register for this course](#)

Group Benefits Management - MBA-741

3 Hours, Semester

Because the benefits package is such an integral part of any compensation plan, the successful business manager must have a firm grasp of all aspects of this complex process. This course is designed to showcase the possibilities in the area of group benefits and lead the student through the process of package development. The material covered will be the same as the study material for applicable CEBS examination.

As a result of this course, the student will:

1. Articulate dependent care and family leave benefits, education assistance, vacation and other time-off benefits, flexible benefit plans, and flexible spending accounts)
2. Design a compensation package to include each of the above benefits
3. Assess various functions associated with welfare plans such as administration, communication and taxation

[Register for this course](#)

Advanced Six Sigma - MBA-742

3 Hours, Semester

Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process – from manufacturing to transactional and from product to service. This class will provide a thorough understanding of all aspects of the DMAIC model in accordance with Six Sigma principles. (pre-requisite MBA 732)

As a result of this course, the student will:

1. Demonstrate professional qualities in team leadership
2. Articulate Six Sigma philosophies and principles, including supporting systems and tools
3. Identify team dynamics and assign team member roles and responsibilities

[Register for this course](#)

Problem Solving and Analysis - MBA-750

3 Hours, Semester

This course is designed to teach the skills necessary to identify and analyze problems in a business environment, weigh alternatives, and propose solutions.

As a result of this course, the student will:

- Identify potential problems in a simulated business model
- Propose solutions which will avoid major disruptions in business
- Analyze actual business models and evaluate the chosen course of action

[Register for this course](#)

Retirement Plan Design - MBA-751

3 Hours, Semester

Because retirement issues are of prime concern for most employers and employees alike, a thorough understanding of retirement benefits is vital to successful business management. This course examines prevalent retirement plan offerings in various labor market settings. An in-depth examination of 401(k) plans is provided, with additional coverage of the unique features of 403(b) and 457 plans found in the nonprofit and public sectors. Requirements mandated by the Pension Protection Act of 2006 also are included in the course. The material covered will be the same as the study material for applicable CEBS examination.

As a result of this course, the student will:

- Identify and explore individual retirement needs
- Define and develop an employer-sponsored program
- Categorize specific plan design considerations
- Compare and contrast defined contribution (DC) and defined benefit (DB)
- Examine various types of retirement plans, the primary provisions of Social Security, the fundamental characteristics of tax-qualified plans, and the workings of distinct types of DC plans, and assess prevalent retirement plan offerings in various labor market settings
- Evaluate 401(k) plans
- Compare 401(k) plans 403(b) and 457 plans found in the nonprofit and public sectors
- Articulate the requirements mandated by the Pension Protection Act of 2006

[Register for this course](#)

Advanced Project Management - MBA-752

3 Hours, Semester

A major stepping stone to organizational leadership is the ability to manage a specific project successfully. This course is designed to provide the student with foundational knowledge, skills, and techniques necessary to plan and implement a project design and recognize areas of concern and failure. This course will use the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK Guide®) as text.

As a result of this course, the student will:

1. Recognize projects failures and provide remedies that work
2. Prepare a detailed project plan
3. Analyze the level of project management detail needed in various circumstances

[Register for this course](#)

Strategic Management - MBA-800

3 Hours, Semester

This is the capstone of the MBA program and affords students an opportunity to integrate, synthesize and apply the program's core learning outcomes with simulation experience. Concepts taught are solidified using tools and course concepts to diagnose current conditions, select appropriate interventions, and create effective, ethical roadmaps for execution. (pre-requisites BUS 611, MBA 705, MBA 710, & MBA 720)

As a result of this course, the student will:

1. Identify and apply metrics for firm performance
2. Analyze firms for growth, organization, and competitive advantage
3. Synthesize prior content to articulate desired outcomes and values in a given organizational context
4. Articulate theory-backed rationales for possible outcomes

[Register for this course](#)

Business Environment and Systems Assessment (BEC focus for exam) - MSA-705

3 Hours, Semester

This course will prepare students to pass the Business Environment and Concepts section of the CPA exam. The content of this course will include

- corporate governance
- economic concepts essential to understanding the global business environment and its impact on an entity's business strategy and financial risk management
- financial management
- Information systems and communication
- Strategic planning
- Operations management

As a result of this course, the student will be prepared to pass the BEC section of the CPA exam

[Register for this course](#)

Ethics. Law and Forensic Accounting (REG focus for exam) - MSA-710

3 Hours, Semester

This course will prepare students to pass the Regulation section of the CPA exam. The content of this course will include

- Federal Taxation
- Ethics
- Fraud and Forensics
- Professional and legal responsibility
- Business Law

As a result of this course, the student will be prepared to pass the REG section of the CPA Exam.

[Register for this course](#)

Financial Accounting and Reporting (FAR focus) - MSA-715

3 Hours, Semester

This two part course will prepare students to pass the financial accounting and reporting section of the CPA exam. The content of these two courses will be:

- Generally accepted accounting principles in the United States that affect business enterprises, not-for-profit organizations and government entities.
- Focus on difficult concepts such as: Inventory, Revenue Recognition, Bonds and Derivatives, Stock options and EPS, Pensions, Leases, Statement of Cash Flows, Accounting Changes, Business Combinations, and Consolidated Financial Statements.
- FASB
- Differences between GAAP and IFRS
- GASB

[Register for this course](#)

Advanced Financial Accounting and Reporting (FAR focus) - MSA-720

3 Hours, Semester

This two part course will prepare students to pass the financial accounting and reporting section of the CPA exam. The content of these two courses will be:

- Generally accepted accounting principles in the United States that affect business enterprises, not-for-profit organizations and government entities.
- Focus on difficult concepts such as: Inventory, Revenue Recognition, Bonds and Derivatives, Stock options and EPS, Pensions, Leases, Statement of Cash Flows, Accounting Changes, Business Combinations, and Consolidated Financial Statements.
- FASB
- Differences between GAAP and IFRS
- GASB

Prerequisite: MSA-715

[Register for this course](#)

Auditing (AUD focus) - MSA-725

3 Hours, Semester

This course will prepare students to pass the Auditing and Attestation section of the CPA exam. The content will focus on:

- GAAS and other standards related to attestations engagements

[Register for this course](#)

Current Trends in Accounting - MSA-730

3 Hours, Semester

This course will focus on the critical analysis of major issues in accounting today and those expected in the near future. Students will critically analyze business problems and debate possible solutions to arrive at the most feasible solutions. At the conclusion of the course, students should be able to analyze situations at a deeper, more critical level. Content for this course could include:

- Conceptual Framework in Financial Accounting
- Accounting Standard Setting
- Accounting Measures and the challenges
- International Accounting
- Public vs Private GAAP
- Balanced Scorecard and other reporting considerations

[Register for this course](#)

Leadership Experience - MSOL-705

3 Hours, Semester

Organizational success rises and falls on leadership. This interactive course draws upon life experience to enhance understanding and implementation of best practices for leading an organization. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Analyze organizational culture and its impact on performance
2. Apply leadership concepts, theories, and processes to real life business models
3. Identify leadership traits, personal strengths and weaknesses
4. Analyze how leadership traits manifest themselves in behaviors in work and community environments
5. Devise a plan for personal growth and improvement

[Register for this course](#)

Change and Innovation Management - MSOL-710

3 Hours, Semester

Organizations, and their members, are usually resistant to change. The innovative manager understands this hesitancy and employs practices that ensure the success of any changes in the organization. This course is designed to help the student identify and practice strategies for successful innovation and change. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Outline a structured approach for ensuring that changes are thoroughly and smoothly implemented and that the lasting benefits of change are achieved
2. Examine the roles of sponsorship, buy-in, involvement, communication and readiness in achieving thorough, smooth and lasting change
3. Examine the use of positive psychology to enhance performance

[Register for this course](#)

Negotiation and Conflict Resolution - MSOL-715

3 Hours, Semester

Negotiation and conflict occur routinely within and between organizations, and the ability to handle these situations is critical. This course examines the strategies and techniques needed to become an effective negotiator. Students will examine the elements of the negotiation process, including bargaining and persuasion strategies, within a variety of settings. Conflict management will also be addressed and we will focus on interpersonal conflict, mediation, investigation, and arbitration. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Learn to recognize conflict as it is beginning
2. Evaluate the characteristics of different conflict types
3. Apply techniques to adapt to different situations and diffuse conflict
4. Identify personal conflict style

[Register for this course](#)

Competition, Innovation & Strategy - MSOL-720

3 Hours, Semester

This course is designed to assist the student in identifying the competitive forces and charting organizational direction. Additionally, this course will help the student develop innovative strategies that will place them ahead of the competition by bringing an original idea (business opportunity, product or service) from concept to potential launch. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Analyze competitive dynamics including primary, secondary and emerging competition
2. Observe and interpret how organizations interact with their environment to uncover new opportunities and reframe business problems
3. Apply analytical, creative, and intuitive thinking styles to seek out and diagnose problems
4. Identify obstacles to success and design strategies to overcome them

Prerequisite: BUS-610

[Register for this course](#)

Individual, Team, Manager, Mentor, Leader - MSOL-725

3 Hours, Semester

Individuals assume many roles within modern organizations. The goal of this course is to aid the student in identifying the various roles and analyzing personal traits that best qualify individuals to move up in the organization and lead and mentor others. (pre-requisite BUS 610)

As a result of this course, the student will:

1. Critically evaluate principles of leadership, team building, and human relations
2. Identify roles of various employees using appropriate assessment methods
3. Contrast the overlapping roles assumed by personnel and devise strategies to improve effectiveness
4. Illustrate the cultivation of mentoring and leadership skills

Prerequisite: BUS-610

[Register for this course](#)

Archived Graduate Catalogs

- [2012-2013 Graduate Catalog](#)
 - [2014-2015 Graduate Catalog](#)
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This publication provides information concerning the programs at Nichols College and does not constitute a contract with the student.

The policies and procedures contained in the 2015-2016 Nichols College Catalog will remain in effect until June 30, 2016. Nichols College reserves the right to change at any time the rules governing admission, tuition, fees, courses, the granting of degrees, or any other regulations affecting the campus community. Such changes are to take effect whenever college officials deem necessary.



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