



South Carolina Commission on Higher Education

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CAAL
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Agenda Item 5b

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MEMORANDUM

To: Dr. Bettie Rose Horne, Chairman, and Members, Committee on Academic Affairs and Licensing

From: Dr. T. Michael Raley, Director of Academic Affairs and Licensing 

Consideration of Request for Initial License to Recruit SC Residents Northeastern University, Boston, MA Online programs and campus in Charlotte, NC

Summary

Northeastern University (NEU) (www.northeastern.edu) of Boston, Massachusetts, requests approval to recruit South Carolina residents into programs offered at its Charlotte, North Carolina, branch and online programs offered from its Boston main campus. The following table lists the programs and delivery modes. The request is to begin advertising and recruiting upon approval by the Commission. Links in the major in the table below are to the program descriptions.

Credential	Major	Delivery
M.B.A.	Business Administration	Online
M.Ed.	Education (non-licensure)	Onsite, online, hybrid, blended
M.S.	Finance	Online
M.S.	Health Informatics	Onsite, online, hybrid, blended
M.S.	Leadership	Onsite, online, hybrid, blended
M.S.	Project Management	Onsite, online, hybrid, blended
M.S.	Taxation	Online
M.S.L.	Sports Leadership	Onsite, online, hybrid, blended

Founded in 1898, Northeastern University is a private, not-for-profit research university located in the heart of Boston, Massachusetts, where it offers nearly 100 undergraduate and 167 graduate programs in nine schools and colleges. It was originally incorporated on March 30, 1916, as Northeastern College of the Boston Young Men's Christian Association under the general laws of the Commonwealth of Massachusetts. On March 7, 1922, the name of the corporation was changed to Northeastern University of the Boston Young Men's Christian Association and on November 6, 1935, to Northeastern University. As a legislatively-created institution, NEU is not within the purview of the Massachusetts Board of Higher Education. On

October 7, 2011, the Board of Governors of the University of North Carolina approved licensure for NEU to offer the eight graduate degrees at a facility in Charlotte. The New England Association of Schools and Colleges (NEASC) Commission on Institutions of Higher Education (CIHE) has accredited NEU since 1940.

The following information from the U.S. Department of Education shows student loan default rates at NEU.

Type	Control	PRGMS		FY2009	FY2008	FY2007
Master's Degree or Doctor's Degree	Private	Federal Family Education Loans and Federal Direct Loans (FFEL/FDL)	Default Rate	2.3%	1.4%	1.8%
			No. in Default	102	47	67
			No. in Repay	4,341	3,260	3,573
			Enrollment figures	29,751	28,176	26,851
			Percentage Calculation	14.6%	11.6%	13.3%

To provide context for the Cohort Default Rate (CDR), USDE includes enrollment data (students enrolled at any time during the year) and a corresponding percentage (borrowers entering repayment divided by that enrollment figure). While there is no direct relationship between the timing of when a borrower entered repayment (October 1 through September 30) and any particular enrollment year, these data are for the academic year ending on the June 30 prior to the beginning of the cohort year (e.g., FY 2009 CDR Year uses 2007-2008 enrollment).

The U. S. Department of Education sanctions a school when the school's three most recent cohort default rates are 25 percent or higher or if a school's current default rate is greater than 40 percent. Except in the event of a successful adjustment or appeal, such a school will lose FFEL, Direct Loan, and Federal Pell Grant program eligibility for the remainder of the fiscal year in which the school is notified of its sanction and for the following two fiscal years.

Distance learners of NEU have access to electronic journal articles, encyclopedias, dictionaries, and handbooks. They also have access to numerous data and statistics sites, Safari Books Online, and ebooks via NuCat, WorldCat, BLC, and Nexpress. Students who seek both synchronous and asynchronous librarian support may elect to phone or online chat with a librarian, as well as e-mail or text message. Also, online workshops are available regularly; these range from an introduction to library services to specialized graduate research methods. As part of the orientation process, off-campus cohorts engage in a synchronous library session to familiarize students with services. Special-order articles are available to distance students through NExpress and Illiad. Students are notified by e-mail when PDF articles are available for download.

Each school at the University is led by a terminally-credentialed dean. The deans report to the provost; he/she reports to the president of the University. All of the programs for which NEU seeks licensure are graduate programs; all faculty members who teach graduate courses must hold a terminal degree in the teaching discipline.

Currently, 20 South Carolina residents are enrolled in NEU's online programs and none at the Charlotte campus. Institution officials project that in the first year after approval to recruit in South Carolina, it will enroll a total of approximately 30 South Carolina residents in its online programs and at the Charlotte branch.

The following table shows the estimated tuition cost by program.

Credential	Major	Program Quarter Credit Hours	Tuition Per Credit Hour	Total Tuition Program
M.B.A.	Business Administration	50	\$1,345	\$ 67,250
M.Ed.	Education (non-licensure)	45	\$448	\$ 20,160
M.S.	Finance	30	\$1,345	\$ 40,350
M.S.	Health Informatics	33	\$1,265	\$ 41,745
M.S.	Leadership	45	\$545	\$ 24,525
M.S.	Project Management	45	\$545	\$ 24,525
M.S.	Taxation	30	\$1,345	\$ 40,350
M.S.L.	Sports Leadership	45	\$545	\$ 24,525

For admission to any of the graduate programs, applicants must have an undergraduate degree from a regionally accredited institution and submit a 500-1000 word statement of purpose identifying education goals and expectations; a résumé that describes job responsibilities, relevant experience, and education history; two letters of recommendation; and proof of English proficiency for those who English is not their primary language.

The following provides a brief description of each program, degree-specific admissions requirements, information about specialized programmatic accreditation, practitioner licensure, U. S. Bureau of Labor Statistics data where appropriate, and similar programs offered by other institutions in the state. Curricula tables included after the recommendation.

M.B.A., Master's in Business Administration

NEU seeks approval to recruit SC residents into a program leading to the Master's degree in Business Administration. The M.B.A. program is designed and structured for working professionals. There are nine start dates available throughout the year. The program provides a foundation in business enterprise, fundamentals of operations, finance, marketing, and strategic planning in a global economy. By choosing five specialized courses students are able to focus on an area of interest in finance, healthcare management, technology management, entrepreneurship, international management, marketing, operations and supply chain management, or sustainability.

In addition to the general graduate admissions requirements, applicants must have a minimum 3.0 undergraduate GPA. They must also be employed with five years of demonstrated professional experience in leadership, financial and/or budgetary responsibility, and management of staff in a direct reporting relationship.

The Association to Advance Collegiate Schools of Business (AACSB) and the Association of Collegiate Business Schools and Programs (ACBSP) are the specialized accrediting organizations for business and business-related programs. NEU holds AACSB accreditation for

its business administration, finance, and taxation programs. Practitioner licensure or certification is not required for employment in business or management.

The U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, lists management employment opportunities for holders of business administration credentials in a variety of settings including administrative services; advertising, marketing, promotion, and sales; advocacy, grantmaking, and civic organizations; banking; construction; education; facilities; finance; government; human resources; insurance; labor relations; medical and health services; public relations; and real estate. Employment is projected to grow about as fast as the average for all occupations.

The following table shows other institutions in the State that offer master’s programs in business administration.

Institution	Degree	Institution Program Name
Clemson	MBA	Business Administration
Coastal Carolina	MBA	Business Administration
College of Charleston	MBA	Business Administration
Francis Marion	MBA	Business Administration
The Citadel	MBA	Business Administration
U.S.C. – Columbia	MBA, MS	(Professional) Business Administration
Winthrop	MBA	Business Administration
Anderson	MBA	Business – Business Administration
Bob Jones	MBA	Business Administration
Charleston Southern	MBA	Business Administration & Management, General
Claflin	MS	Business Administration
North Greenville	MBA	Business Administration
Gardner-Webb	MBA, IMBA	Business Administration, International
South	MBA	Business Administration
Strayer	MBA	Business Administration
Troy	EMBA	Business Administration
University of Phoenix	MBA	Business Administration

M.Ed., Education (non-licensure) with Concentrations in (1) Higher Education Administration, (2) Learning and Instruction, (3) Special Education

M.Ed., Higher Education Administration (non-licensure, eligible for pay advancement)

The program leading to the M.Ed. degree in Higher Education Administration is designed to enhance capabilities and effectiveness of school administrators. In addition to providing guidance and direction, postsecondary institution administrators work to meet the needs of faculty, students, and parents. This master’s degree program explores industry issues such as student demographics, financial concerns, legal and policy requirements, technology, and competitive forces. Practitioner licensure or certification is not required for employment in

higher education administration positions. There is no specialized accrediting agency for this program.

According to the U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, employment of postsecondary education administrators is expected to grow by 19 percent from 2010 to 2020, about as fast as the average for all occupations.

USC-Columbia offers programs leading to the M.Ed. degree in Higher Education and Student Affairs and the M.Ed. degree in Higher Education Business Administration. Clemson offers a program leading to the M.Ed. in Student Affairs.

M.Ed., Learning and Instruction (non-licensure, eligible for pay advancement)

Designed for a broad range of educators, the program leading to the M.Ed. degree, Learning and Instruction, provides an in-depth look at the issues that are transforming the face of education—technology and distance learning, globalization, creative and critical thinking, assessments, and learning outcomes. Reflecting the new direction of education, students choose an area of focus by selecting from degree specializations in adult and organizational learning, English language learners, leadership, literacy, science, and technology. Classroom teachers and administrators may work in youth development, community education, early childhood, or in a before/after-care program.

The National Council for Accreditation of Teacher Education (NCATE) is the programmatic accrediting agency for teacher education programs. NEU does not hold and does not plan to seek NCATE accreditation at this time. The SC Department of Education requires accreditation by a regional accrediting agency for courses and programs to be accepted for professional development, certification, or pay advancement.

According to the U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, employment of teachers is expected to grow about as fast as the average for all other occupations.

The following table shows other institutions in the State that offer graduate degree programs similar to the proposed program.

Institution	Degree	Program Name
<i>Curriculum, Instruction, and Assessment</i>		
Clemson	M.Ed.	Teaching and Learning
Clemson	M.Ed.	Curriculum and Instruction
Coastal	M.Ed.	Learning and Teaching
Columbia International	M.Ed.	Curriculum and Instruction
Furman	M.A.	Curriculum and Instruction
Strayer	M.Ed.	Curriculum, Instruction, and Assessment
USC-Columbia	M.Ed.	Teaching
Winthrop	M.Ed.	Curriculum and Instruction
<i>Teacher Leadership</i>		
College of Charleston	M.Ed.	Teaching, Learning, and Advocacy
Southern Wesleyan	M.Ed.	Classroom Leadership
Strayer	M.Ed.	Teacher Leadership

M.Ed., Special Education (SC Department of Education course-by-course evaluation for add-on certification; eligible for pay advancement)

The program leading to the M.Ed. degree with a specialization in Special Education is designed for practitioners already licensed at the initial or professional level in another discipline. The program meets the Massachusetts Department of Elementary and Secondary Education standards and competencies for an additional licensure as a Teacher of Students with Moderate Disabilities, Pre-K-8 and 5-12. The South Carolina Department of Education will review the courses for eligibility for add-on certification. This program’s specialized topics are in modifying curriculum, designing curriculum-based assessments, managing severe behaviors, developing individual education plans (IEP), evaluating community resources, and expanding the teacher’s ability to meet the needs of a diverse student population.

According to the U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, enrollment of special education students in kindergarten, elementary, and middle school grades is expected to grow faster than that in high school grades. As a result, employment from 2010-2020 of preschool, kindergarten, and elementary school special education teachers is expected to grow 21 percent, faster than the average for all occupations; employment of middle school special education teachers is expected to grow 20 percent, faster than the average for all occupations; and employment of high school special education teachers is expected to grow by seven percent, slower than the average for all occupations.

The following table shows other institutions in the State that offer graduate degree programs similar to the proposed program.

Institution	Degree	Institution Program Name
Bob Jones University	M.A.T.	Special Education-K-12th grade
Bob Jones University	M.Ed.	Special Education-K-12th grade
Clemson University	M.Ed.	Special Education
College of Charleston	M.A.T.	Special Education
Converse College	M.Ed.	Special Education, General
South Carolina State Univ.	M.Ed.	Special Education
U.S.C. - Columbia	M.Ed.	Special Education
U.S.C. - Upstate	M.Ed.	Special Education - Visual Impairment
Winthrop University	M.Ed.	Special Education

M.S., Finance

The Northeastern online program leading to the M.S. degree in Finance is an intensive 16-month program designed to serve the needs of working professionals in the finance sector. The curriculum provides instruction for those who wish to work in portfolio management, corporate finance, investment or commercial banking, securities analysis, mutual funds, or personal financial planning. Graduates may be employed as financial analysts, managers, advisors, or examiners. The degree is designed to enhance professional capability and credibility

of graduates. In addition to general graduate admissions requirements, applicants must have an undergraduate GPA of 3.0 or higher and must be currently employed with five years of demonstrated professional experience in participation in work teams, financial and/or budgetary responsibility, and management of staff.

The Association to Advance Collegiate Schools of Business (AACSB) and the Association of Collegiate Business Schools and Programs (ACBSP) are the specialized accrediting organizations for business and business-related programs. NEU holds AACSB accreditation for its business administration, finance, and taxation programs. Practitioner licensure or certification is not required for employment in business or management. However, employers often prefer candidates with certification which can improve the chances for advancement. An example is the Chartered Financial Analyst certification from the CFA Institute, which financial analysts can get if they have a bachelor's degree, four years of experience, and pass three exams. Financial analysts can also become certified in their field of specialty.

According to the U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, employment of financial analysts is expected to grow 23 percent from 2010 to 2020, faster than the average for all occupations. Having certifications and a graduate degree can significantly improve an applicant's prospects of advancement and employment in the field. Many positions in finance require a bachelor's degree in a related field, such as accounting, business administration, economics, finance, or statistics. Employers often require a master's in business administration (M.B.A.) or a master's degree in finance.

Charleston Southern University offers a program leading to the M.B.A. in Finance.

M.S., Health Informatics

The program leading to the M.S. degree in Health Informatics is an interdisciplinary degree program designed for health-care professionals with little knowledge of computing and information technology as well as for IT professionals with little knowledge of health-care environments. The program focuses on application of computer science and software engineering to medical research and clinical information technology support, development of advanced imaging, database, and decision systems. Entry positions can include clinical analysts, who work with clinicians to analyze workflows and collect user needs, and application analysts, who work with development groups to develop and select technology to fill the user needs. There is no specialized accreditation available for this field; practitioner licensure or certification is not required for employment.

The U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook* does not identify a health informatics career field. According to the proposal, funding from the American Reform and Recovery Act of 2009 for widespread implementation of electronic medical records will create demand for analysts and consultants who understand the health informatics environment.

There are no similar graduate programs offered by other institutions in South Carolina. The Commission licenses Grand Canyon University to recruit SC residents into a program leading to the M.S. degree in Health Care Informatics.

M.S., Leadership

The program leading to the M.S. degree in Leadership is designed to prepare graduates to meet evolving challenges by helping cultivate a personal leadership philosophy. Leveraging students' interdisciplinary backgrounds, the program combines real-world lessons with an action-learning approach that is designed to build and strengthen leadership competencies. Licensure or certification is not required for employment in leadership positions. However, accreditation of the program by the Project Management Institute, Global Accreditation Center (GAC) should enhance the employability and advancement of graduates of the program.

The U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition* lists a variety of management employment opportunities for holders of business administration credentials in a myriad of settings. Business service managers work throughout private industry and government and have a wide range of responsibilities, experience, earnings, and education.

Charleston Southern University offers a program leading to the M.B.A. degree in Organizational Leadership and Strayer University offers a program leading to the M.S. degree in Management with a concentration in Leadership. The Commission also licenses Capella University to recruit SC residents into a program leading to the Master's degree in Nonprofit Management Leadership (M.N.M.L.).

M.S., Project Management

The program leading to the M.S. degree in Project Management is designed to provide practical skills and theoretical concepts to lead complex projects. Through real-world case studies, the project management program presents techniques and tools for managing long- and short-term projects successfully and cost effectively. Students may augment the core project management courses with specializations in clinical trial design, construction management, geographic information systems, information security management, leadership, or organizational communication. Licensure or certification is not required for employment of project managers. However, the Project Management Institute Global Accreditation Center (GAC) accredits the program which should enhance the employability of graduates.

The U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, does not list project management as a separately-identified profession. However, it references jobs with project management responsibilities with average expected growth for 2010-2020. Those jobs are computer and information systems managers with projected growth of 18 percent; construction managers with projected growth of 17 percent; advertising and promotions managers with projected growth of 13 percent; and marketing managers with projected growth of 14 percent. The exception is architectural and engineering managers projected growth of nine percent, slower than average for all occupations.

The Citadel and Embry-Riddle Aeronautics offer programs leading to the M.S. degree in Project Management. Strayer and University of Phoenix offer programs leading to the M.B.A. degree in Project Management. The Commission also licenses Capella University to recruit SC residents into programs leading to the M.B.A. degree in Project Management and the M.S. degree, Information Systems and Technology, Project Management.

M.S., Taxation

The program leading to the M.S. degree in Taxation (M.S.T.) is designed for the working professional. Students enhance their understanding and analysis skills of complex tax statutes, tax regulations, related cases and rulings, and the Internal Revenue Code. Tax research and writing are required elements of each course. The program prepares individuals to provide tax advice and management services to individuals and corporations.

In addition to general graduate school admission requirements, applicants must provide three professional letters of recommendation; have a minimum undergraduate 3.25 GPA or GMAT score with undergraduate or graduate courses in taxation minimum grade of 3.0; have two years of tax experience or hold a Juris Doctor (J.D.), Certified Public Accountant (C.P.A.), Certified Financial Planner (C.F.P.), or Enrolled Agent. An enrolled agent is a person who the Internal Revenue Service (I.R.S.) has authorized to represent taxpayers before the I.R.S. The designation requires passing a three-part comprehensive IRS test.

According to the U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, personal financial advisors typically need a bachelor's degree. Although employers usually do not require a specific field of study for personal financial advisors, a degree in finance, economics, accounting, business, mathematics, or law is good preparation for this occupation. A master's degree in an area such as finance or business administration can improve a personal financial advisor's chances of moving into a management position and attracting new clients. Personal financial advisors who directly buy or sell stocks, bonds, insurance policies, or specific investment advice need a combination of licenses that varies based upon the products they sell. Personal financial advisors who choose to sell insurance need licenses issued by state boards. State licensing board information and requirements for registered investment advisors are available from the North American Securities Administrators Association.

The Association to Advance Collegiate Schools of Business (AACSB) and the Association of Collegiate Business Schools and Programs (ACBSP) are the specialized accrediting organizations for business and business-related programs. NEU holds AACSB accreditation for its Business Administration, Finance, and Taxation programs. Practitioner licensure or certification is not required for employment in business or management. The Certified Financial Planner Board of Standards offers the Certified Financial Planner (CFP). For this certification, advisors must have a bachelor's degree and at least three years of relevant work experience, pass an exam, and agree to adhere to a code of ethics. The exam covers the financial planning process, insurance and risk management, employee benefits planning, taxes and retirement planning, investment and real estate planning, debt management, planning liability, emergency fund reserves, and statistical modeling.

Strayer University offers a program leading to the M.S. degree in Accounting with a concentration in Taxation.

M.S., Sports Leadership

The program leading to the M.S. degree in Sports Leadership is practice-oriented and structured to accommodate mid-career athletic administrators and coaches as well as individuals seeking to prepare for careers in the sports industry. Sport-related specialists may work with a professional or intercollegiate sports team, fitness club, or wellness organization, in

marketing, communication, or sports management. The program is offered in an online format with an intensive one-week summer institute in Boston. There is no specialized programmatic accreditation for sports leadership. Practitioner licensure or certification is not required for employment. Public school coaches may use the credential for pay advancement.

The U.S. Department of Labor, Bureau of Labor Statistics, *Occupational Outlook Handbook (OOH) 2012-13 Edition*, does not list sports leadership as a separately-identified profession. BLS has posted an article *More than Play: Three careers in sports*. The article highlights careers as coaches, athletic trainers, and sports officials. However, the recreation workers category is expected to grow by 19 percent from 2010 to 2020, about as fast as the average for all occupations; coaches and scouts is expected to grow 29 percent from 2010 to 2020, much faster than the average for all occupations. A larger overall population will continue to participate in organized sports for entertainment, recreation, and physical conditioning, boosting demand for coaches, sports instructors, and athletic trainers.

USC-Columbia offers a program leading to the M.S. degree in Sports and Entertainment and Winthrop University offers a program leading to the M.S. degree in Sports and Fitness Administration/Management.

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission initial licensure for five years to Northeastern University to recruit South Carolina residents into programs listed in the following table delivered online and on-ground at its campus in Charlotte. The institution will begin recruiting SC residents immediately upon approval by the Commission.

Degree	Major
M.B.A.	Business Administration
M.Ed.	Education (non-licensure)
M.S.	Finance
M.S.	Health Informatics
M.S.	Leadership
M.S.	Project Management
M.S.	Taxation
M.S.L.	Sports Leadership

Northeastern University M.B.A.			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
MGMT 6213	Managing Ethics in the Workplace and Marketplace	2	
MECN 6200	Global Competition and Market Dominance	3	
HRMG 6200	Managing People and Organizations	3	
ACCT 6218	Financial and Management Accounting	4.5	
FINA 6200	Value Creation Through Financial Decision-Making	3	
MGSC 6206	Managing Information Resources	1.5	
MGSC 6200	Information Analysis	3	
INTB 6200	Managing the Global Enterprise	3	
MKTG 6200	Creating and Sustaining Customer Markets	3	
MGSC 6206	Management of Service and Manufacturing Operations	3	
STRT 6200	Strategic Decision-Making in a Changing Environment	3	
ENTR 6200	Technology, Entrepreneurship, and Enterprise Growth	3	
General M.B.A. choose five elective courses or for specialized M.B.A. two elective plus three from specialty			15
Total Semester Credit Hours			50

Northeastern University M.B.A., Finance			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
<i>Choose five of the following courses</i>			<i>15</i>
FINA 6203	Investment Analysis	3	
FINA 6126	Valuation and Value Creation	3	
FINA 6220	Healthcare Finance	3	
FINA 6215	Business Turnarounds	3	
FINA 6213	Investment Banking	3	
FINA 6204	International Finance Management	3	
FINA 6225	Entrepreneurial Finance for High Tech Companies	3	
FINA 6214	Mergers and Acquisitions	3	
FINA 4403	Financial Strategy	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., Healthcare Management			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
FINA 6220	Healthcare Finance	3	
MGSC 6221	Introduction to Health Informatics and Health Information Systems	3	
MGMT 6223	Strategic Decision-Making for Healthcare Professionals	3	
MGMT 6222	Healthcare Industry	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., High Technology Management			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
MGMT 6283	Business Law and Intellectual Property	3	
FINA 6225	Entrepreneurial Finance for High Tech Companies	3	
MRMG 6217	Virtual, Virtuous, and Vicious Teams: Building and Leading High-Performance Teams	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., Innovation Entrepreneurship			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
ENTR 6211	Entrepreneurship: Services and Retail Business Creation	3	
ENTR 6212	New Venture Creation	3	
ENTR 6210	Management of Small Business Enterprises	3	
MKTG 6214	New Product Development	3	
FINA 6225	Entrepreneurial Finance for High Tech Companies	3	
ENTR 6216	Entrepreneurship and Innovation	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., International Management			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
INTB 6217	Creating Sustainable Competitive Advantage through Global Innovation	3	
INTB 6212	Cultural Aspects of International Business	3	
FINA 6204	International Finance Management	3	
MKTG 6212	International Marketing	3	
ENTR 6216	Entrepreneurship and Innovation	3	
SCHM 6213	Global Supply Chain Management	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., Marketing			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
MKTG 6216	Market-Focused Strategy	3	
MKTG 6210	Marketing Research	3	
MKTG 6214	New Product Development	3	
MKTG 6222	Digital Marketing	3	
MKTG 6212	International Marketing	3	
MKTG 6223	Brand and Advertising Management	3	
MKTG 6218	Marketing in Service Sector	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., Operations and Supply Chain Management			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
Choose five of the following courses			15
SCHM 6210	Supply Chain Management	3	
SCHM 6211	The Transportation Industries	3	
SCHM 6213	Global Supply Chain Management	3	
SCHM 6220	Growing and Protecting Business Value Through the Supply Chain Management	3	
Total Semester Credit Hours			50

Northeastern University M.B.A., Sustainability			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			35
<i>The following five courses are required</i>			15
MGMT 6225	Sustainability and Leadership	3	
MGMT 6226	Sustainability and the Business Environment	3	
MECN 6205	Sustainability and the Economics of Markets	3	
MKTG 6225	Sustainability and Innovation in Product Design	3	
SCHM 6221	Sustainability and Supply Chain Management	3	
Total Semester Credit Hours			50

Northeastern University M.Ed., Higher Education Administration			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			15
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
EDU 6320	New Technologies and Emerging Trends for Distance Learning	3	
EDU 6325	Teaching Strategies in E-Learning	3	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
Higher Education Administration Specialty Courses			16
EDU 6200	Management of Higher Education Institutions	3	
EDU 6210	Faculty: Evolving Roles	3	
EDU 6215	Higher Education Law	3	
EDU 6220	Retention and Enrollment Strategies	3	
EDU 6225	Cases in Higher Education Administration: Capstone*	4	
Elective Courses			14
LDR 6100	Developing Your Leadership Capability	3	
LDR 6110	Leading Teams	3	
LDR 6125	Managing Organizational Culture	3	
CMN 6060	Negotiation, Mediation, and Facilitation	3	
HRM 6020	Strategic Recruitment, Training, and Performance Management	3	
EDU 6437	Assessment and Student Learning	4	
EDU 6446	Nontraditional Learners: Administrative Implications and Strategies	4	
EDU 6465	Creative and Critical Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6558	Issues in Education	2	
COP 6940	Personal and Career Development	3	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Learning and Instruction Adult and Organizational Learning Option			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			12
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Adult and Organizational Learning Specialty Courses			16
EDU 6211	New Directions for Adult Learning	3	
EDU 6212	Needs and Competencies Assessment	3	
EDU 6213	Curriculum and Program Development	3	
EDU 6214	Facilitation and Instruction	3	
EDU 6230*	Program Evaluation and Assessment	4	
Elective Courses			17
EDU 6320	New Technologies and Emerging Trends for Distance Learning	3	
EDU 6325	Teaching Strategies in E-Learning	3	
EDU 6327	Innovative Management of Distance Learning Programs	3	
EDU 6408	Evaluation and Assessment for Distance Learning	3	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6558	Issues in Education	2	
CMN 6060	Negotiation, Mediation, and Facilitation	3	
NPM 6120	Financial Management for Nonprofit Organizations	3	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Learning and Instruction Education Leadership Option			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			23
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
EDU 6436	Best Practices for the Twenty-First-Century Education	4	
EDU 6438*	Teachers as Curriculum Leaders	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
EDU 6320	New Technologies and Emerging Trends for Distance Learning	4	
EDU 6325	Teaching Strategies in E-Learning	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Elective Courses			22
LDR 6100	Developing Your Leadership Capability	3	
LDR 6110	Leading Teams	3	
LDR 6125	Managing Organizational Culture	3	
CMN 6060	Negotiation, Mediation, and Facilitation	3	
HRM 6020	Strategic Recruitment, Training, and Performance Management	4	
EDU 6431	Developing Skills and Assessing Ideas: Curriculum	4	
EDU 6437	Assessment and Student Learning	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6558	Issues in Education	2	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Learning and Instruction Education Literacy Option			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			23
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
EDU 6436	Best Practices for the Twenty-First-Century Education	4	
EDU 6438*	Teachers as Curriculum Leaders	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
EDU 6320	New Technologies and Emerging Trends for Distance Learning	4	
EDU 6325	Teaching Strategies in E-Learning	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Elective Courses			22
EDU 6086	Foundations of Literacy Development and Instruction	4	
EDU 6302	Teaching, Learning, and Assessment: How English Is Learned and Used	3	
EDU 6426	Developmental Language, Literacy, and Writing: Assessment and Instruction	4	
EDU 6481	Inquiry in Reading and Writing across the Content Area	4	
EDU 6534	Bilingualism, Second Language, and Literacy Development	4	
EDU 6437	Assessment and Student Learning	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6558	Issues in Education	2	
EDU 6570	Advanced Strategies in Literacy: Readers and Writers Who Struggle	4	
LDR 6110	Leading Teams	3	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Learning and Instruction Technology Option			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			20
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
EDU 6436	Best Practices for the Twenty-First-Century Education	4	
EDU 6438*	Teachers as Curriculum Leaders	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Elective Courses			25
EDU 6320	New Technologies and Emerging Trends for Distance Learning	3	
EDU 6325	Teaching Strategies in E-Learning	3	
EDU 6327	Innovative Management of Distance Learning Program	3	
EDU 6408	Evaluation and Assessment for Distance Learning	3	
EDU 6409	Legal and Intellectual Property Issues for Distance Learning	3	
EDU 6431	Developing Skills and Assessing Ideas: Curriculum	4	
EDU 6437	Assessment and Student Learning	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6558	Issues in Education	2	
EDU 6646	Establishing a Student Support Framework	3	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Learning and Instruction English Language Option (Not currently available at Charlotte campus)			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			23
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
EDU 6436	Best Practices for the Twenty-First-Century Education	4	
EDU 6438*	Teachers as Curriculum Leaders	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
EDU 6320	New Technologies and Emerging Trends for Distance Learning	4	
EDU 6325	Teaching Strategies in E-Learning	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Elective Courses			22
EDU 6185	English Language Learners in the General Education Classroom	4	
EDU 6300	Introduction to Languages and Linguistics: How English Is Structured and Used	4	
EDU 6302	Teaching, Learning, and Assessment: How English Is Structured and Used	3	
EDU 6310	Teaching Reading and Writing to ESL/EFL Students	4	
EDU 6437	Assessment and Student Learning	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6516	Sheltered English Instruction and Assessment	4	
EDU 6534	Bilingualism, Second Language, and Literacy Development	4	
EDU 6558	Issues in Education	2	
LDR 6110	Leading Teams	3	
Total Quarter Credit Hours			45

Northeastern University			
M.Ed., Learning and Instruction			
Science Option (Not currently available at Charlotte campus)			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			27
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
EDU 6436	Best Practices for the Twenty-First-Century Education	4	
EDU 6438*	Teachers as Curriculum Leaders	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
EDU 6320	New Technologies and Emerging Trends for Distance Learning	4	
EDU 6325	Teaching Strategies in E-Learning	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
<i>Choose one of the following courses</i>			
EDU 6437	Assessment and Student Learning	4	
EDU 6465	Critical and Creative Thinking	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
Elective Courses			18
EDU 6302	Teaching, Learning and Assessment: How English is Learned and Used	4	
EDU 6558	Issues in Education	2	
LDR 6110	Leading Teams	3	
MTH 6527	Mathematics for Middle School Science Teachers	4	
BIO 6509	Zoology for the Elementary Classroom	4	
SCI 6514	Explorations in Astronomy	4	
SCI 6518	Creating the Ideal Learning Environment for Elementary Science	4	
SCI 6541	Backyard Ecology: Exploring Local Ecosystems	4	
SCI 6542	Documenting Student Science Knowledge	4	
SCI 6543	Assessing Inquiry-Based Science	4	
SCI 6544	Integrating Technology into the Science Classroom	4	
CHM 6501	The Particulate Nature of Matter	4	
CHM 6502	The Energetics of Chemical Change	4	
CHM 6506	Metric, Chemistry, and Motion	4	
GEO 6502	The Solid Earth	4	
GEO 6505	Geology and Engineering Design	4	
GSE 6501	From Science to Engineering: Pre-engineering Design	4	
PHY 6501	Forces, Energy, and Motion	4	
PHY 6510	Energy and Motion	4	
PHY 6511	Machines in Motion	4	
PHY 6512	Light and Sound Extravaganza	4	
Total Quarter Credit Hours			45

Northeastern University M.Ed., Special Education			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			12
EDU 6054	Emerging Trends in Education: Redesign, Renewal, and Retention	4	
<i>Choose one of the following courses</i>			
EDU 6051	Race and Ethnicity in Education	4	
EDU 6055	Socio-Cultural Context of Learning and Development	4	
<i>Choose one of the following courses</i>			
GST 6410	Global Focus: Education and Information Technology	4	
EDU 6445	Internationalization at Home: Concept and Application	4	
EDU 6450	Critical Scholarly Investigation: Cultural/Regional Perspective	4	
Special Education Specialty Courses			20
EDU 6425	Special Education: Foundations for Understanding Inclusive Schools	4	
EDU 6426	Developmental Language, Literacy and Writing: Assessment and Instruction	4	
EDU 6569	Differentiated Instruction and Assessment in Mathematics and Other Disciplines: Redesigning Individualized Plans	4	
EDU 6528	Adaptive Learning/Behavior Management Strategies: Consultation and Collaboration	4	
EDU 6874	Practicum: Portfolio and Panel Review	4	
Elective Courses			17
EDU 6023	Creating a Community of Learners/Behavior Management	4	
EDU 6302	Teaching, Learning, and Assessment	3	
EDU 6320	New Technologies and Emerging Trends in Distance Education	3	
EDU 6325	Teaching Strategies for E-Learning	3	
EDU 6429	Child and Adolescent Development and Variation**	4	
EDU 6431	Developing Skills and Accessing ideas: Curriculum for Students with Learning and Behavioral Difficulties**	4	
EDU 6520	Learning and the Brain: Translating Research into Practice	4	
EDU 6530	Behavior Management Strategies: Consultation and Collaboration**	4	
EDU 6558	Issues in Education	2	
EDU 6570	Advanced Strategies in Literacy: Readers and Writers Who Struggle**	4	
EDU 6710	Understanding Autism Spectrum Disorders	4	
LDR 6110	Leading Teams	3	
EDU 6023	Creating a Community of Learners/Behavior Management	4	
Total Quarter Credit Hours			45

**Selected courses are approved for professional licensure by the MA Department of Elementary and Secondary Education for Teachers of Students with Moderate Disabilities.

Northeastern University M.S., Finance			
Course Number	Course Name	Semester Credit Hours	Totals
<i>Core Courses</i>			<i>18</i>
FINA 6201	Financial Theory and Policy	3	
FINA 6202	Analysis of Financial Institutions and Markets	3	
FINA 6203	Investment Analysis	3	
FINA 6204	International Finance Management	3	
FINA 6205	Financial Strategy	3	
FINA 6206	Finance Seminar	3	
<i>Choose four of the following courses</i>			<i>12</i>
FINA 6211	Financial Risk Management	3	
FINA 6212	Fixed Income Securities & Risk	3	
FINA 6215	Business Turnarounds	3	
FINA 6213	Investment Banking	3	
FINA 6214	Mergers & Acquisitions	3	
FINA 6216	Valuation & Value Creation	3	
FINA 6217	Real Estate Finance and Investment	3	
FINA 6219	Portfolio Management	3	
<i>Total Semester Credit Hours</i>			<i>30</i>

Northeastern University M.S., Health Informatics			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			24
HINF 5101	Introduction to Health Informatics Systems	3	
HINF 5105	American Healthcare System	3	
<i>Choose two of the following courses</i>			
HINF 6225	Health Information Systems Lab	3	
HINF 6205	Knowledge Management in Health Care	3	
HINF 6202	The Business of Health Care Informatics	3	
<i>Choose two of the following courses</i>			
HINF 6220	Database Design, Access, Modeling and Security	3	
HINF 5102	Data Management in Health Care	3	
HINF 6355	Key Standards in Health Informatics	3	
<i>Choose two of the following courses</i>			
HINF 6201	Organizational Behavior, Workflow Design & Change Management	3	
HINF 6215	Project Management	3	
PHTH 5226	Strategic Management and Leadership in Healthcare	3	
Choose two electives			6
HINF 6345	Design for Usability in Health Care	3	
	Emerging Technologies in Health Care	3	
HINF 6340	Introduction to Genomics and Bioinformatics	3	
HINF 6325	Legal & Social Issues in Health Informatics	3	
HINF 7701	Capstone Project		3
Total Semester Credit Hours			33

Prerequisites – 2 courses, 6 credits (as assigned during admissions)

Course Number	Course Name	Semester Credit Hours
IA 5010	Introduction to Cyberspace Technology and Applications	3
HINF 0200	Introduction to Health and Medicine	3

Northeastern University M.S., Leadership			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			24
LDR 6100	Developing Your Leadership Capability	3	
LDR 6110	Leading Teams	3	
LDR 6120	Creating Leadership Capacity: Developing Bench Strength	3	
LDR 6125	Managing Organizational Culture	3	
LDR 6135	The Ethical Leader	3	
LDR 6140	Developing the Strategic Leader	3	
LDR 6145	Managing a Diverse Workforce	3	
LDR 7995	Master's Project (recommended as last course in program)	3	
Choose two of the following courses			6
CMN 6060	Negotiation, Mediation, and Facilitation	3	
CMN 6110	Group Dynamics and Interpersonal Conflict: Meeting Management	3	
CMN 6080	Intercultural Communication in the Organization	3	
COP 6940	Personal and Career Development: Leadership in Practice (enrollment into this course requires participation in the cooperative education program)	3	
CMN 6015	Introduction to the Digital Era: The Power of Social Media	3	
Concentration (options below)			15-16
Total Semester Credit Hours			45-46

Northeastern University M.S., Leadership (Concentrations)			
Course Number	Course Name	Quarter Credit Hours	Totals
Concentration			15-16
<i>Health Management</i>			
HMG 6110	The Organization, Administration, Financing, and History of Healthcare	3	
HMG 6130	Healthcare Strategic Management	3	
HMG 6140	Principles of Population-Based Management	3	
HMG 6160	Healthcare Information Systems Management	3	
HMG 6170	Health Law, Politics, and Policy	3	
<i>Human Resources</i>			
HRM 6005	Creating a High-Performance Organization	3	
HRM 6010	Total Compensation	3	
HRM 6020	Strategic Recruitment, Training, and Performance Management	3	
HRM 6030	Employee Rights and Employer Obligations	3	
HRM 6040	High-Performance HR Systems and Development	3	
<i>Nonprofit Management</i>			
NPM 6110	Legal and Governance Issues in Nonprofit Organizations	3	
NPM 6120	Financial Management for Nonprofit Organizations	3	
NPM 6125	Promoting Nonprofit Organizations	3	
NPM 6130	Fundraising and Development for Nonprofit Organizations	3	
NPM 6140	Grant and Report Writing	3	
<i>Organizational Communications</i>			
CMN 6010	Foundations of Organizational Communication	3	
CMN 6020	Ethical Issues in Organizational Communication	3	
CMN 6050	Crisis Communication	3	
CMN 6090	Organizational Culture, Climate, and Communication	3	
CMN 6110	Group Dynamics and Interpersonal Conflict: Meeting Management	3	
<i>Project Management</i>			
PJM 5900	Foundations of Project Management. Required without at least three years of professional experience directing or leading project tasks; highly recommended without a basic working knowledge of MsProject software.	4	
PJM 6000	Project Management Practices	3	
PJM 6010	Project Planning and Scheduling	3	
PJM 6015	Risk Management	3	
	Choose two of the following courses or one for students who take PJM 5900.		
PJM 6020	Cost and Budget Management	3	
PJM 6135	Project Quality Management	3	
PJM 6125	Project Evaluation and Assessment (recommended as last course)	3	
<i>Sport and Social Change</i>			
LDR 6410	Leadership and Organization in Sport	3	
GST 6102	Global Corporate and Social Responsibility	4	
HSV 6120	Social Inequality, Social Change, and Community Building	3	
LDR 6360	Dynamics of Change at the Community and Social Level	3	
LDR 6427	Gender and Diversity in Sport	3	
Leadership Core and Electives			30
Total Quarter Credit Hours			45-47

Northeastern University M.S., Project Management			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			21-22
PJM 5900	Foundations of Project Management . Required for students without at least three years of professional experience directing or leading project tasks; highly recommended for students without a basic working knowledge of MsProject software.	4	
PJM 6000	Project Management Practices (prerequisite)	3	
PJM 6010	Project Planning and Scheduling	3	
PJM 6705	Portfolio Management in the Enterprise Environment	3	
PJM 6125	Project Evaluation and Assessment (recommended as last course)	3	
Choose three of the following courses (two for students who take PJM 5900)			6-9
PJM 6005	Project Scope Management	3	
PJM 6015	Risk Management	3	
PJM 6020	Project Cost and Budget Management	3	
PJM 6135	Project Quality Management	3	
PJM 6140	Managing Troubled Projects	3	
PJM 6145	Global Project Management	3	
Choose three of the following courses			9
CMN 6015	Introduction to the Digital Era: The Power of Social Media	3	
CMN 6060	Negotiation, Mediation, and Facilitation	3	
CMN 6110	Group Dynamics and Interpersonal Conflict	3	
LDR 6110	Leading Teams	3	
LDR 6135	The Ethical Leader	3	
COP 6940	Personal and Career Development: Leadership in Practice (enrollment into this course requires participation in the cooperative education program)	3	
Concentration (options below)			15-16
Total Quarter Credit Hours			45-47

Northeastern University M.S., Project Management Concentrations			
Course Number	Course Name	Quarter Credit Hours	Totals
Concentration			15-16
<i>Clinical Trial Design Option</i>			
BTC 6211	Validation and Auditing of Clinical Trial Informatics	4	
BTC 6213	Clinical Trial Design Optimization and Problem Solving	4	
PMC 6212	Clinical Drug Development Data Analysis: Concepts and Applications	4	
RGA 6210	Strategic Planning and Project Management for Regulatory Affairs	4	
<i>Construction Management Concentration (online only)</i>			
CMG 6400	Introduction to Construction Management (prerequisite)	4	
CMG 6402	Alternative Project Delivery Methods and Project Controls	4	
CMG 6403	Safety, Project Risk, and Quality Management	4	
LDR 6110	Leading Teams	3	
CMG 6400	Introduction to Construction Management (prerequisite)	4	
<i>Geographic Information Systems (online only)</i>			
GIS 5101	Introduction to Geographic Information Systems	3	
GIS 5102	Fundamentals of GIS Analysis	3	
RMS 5105	Introduction to Remote Sensing	3	
GIS 5201	Advanced Spatial Analysis	3	
	One GIS elective	3	
<i>Information Security Management (online only)</i>			
ITC 6300	Foundations of Information Security Management	3	
ITC 6315	Information Security Risk Management	3	
ITC 6310	Information Security Governance	3	
ITC 6320	Information Security Technology	3	
ITC 6300	Foundations of Information Security Management	3	
	ITC/MIS elective	3	
<i>Leadership</i>			
LDR 6100	Developing Your Leadership Capability (prerequisite)	3	
LDR 6110	Leading Teams	3	
LDR 6120	Creating Leadership Capacity: Developing Bench Strength	3	
LDR 6140	Developing the Strategic Leader (recommended as last course)	3	
	LDR elective	3	
<i>Organizational Communication</i>			
CMN 6010	Foundations of Organizational Communication	3	
CMN 6020	Ethical Issues in Organizational Communication	3	
CMN 6050	Crisis Communication	3	
CMN 6090	Organizational Culture, Climate, and Communication	3	
CMN 6110	Group Dynamics and Interpersonal Conflict	3	
Total Quarter Credit Hours			45-47

Northeastern University M.S., Taxation			
Course Number	Course Name	Semester Credit Hours	Totals
Core Courses			15
ACCT 6230	Federal Tax Issues and Analysis	3	
ACCT 6231	Corporations and Shareholders	3	
ACCT 6232	Estate & Gift Taxation	3	
ACCT 6233	Tax Research Methodology	1.5	
ACCT 6234	Tax Practice, Procedure, and Ethics	1.5	
ACCT 6235	Partners and Partnerships	3	
Choose five of the following courses			15
ACCT 6239	State and Local Taxation	3	
ACCT 6240	International Taxation – Inbound Transactions	3	
ACCT 6241	International Taxation – Outbound Transactions	3	
ACCT 6243	Advanced-Flow through Entities	3	
ACCT 6246	Retirement Plans	3	
ACCT 6248	Income Taxation of Trusts and Estates	3	
ACCT 6249	Financial Planning for Investments	3	
ACCT 6250	Financial Planning for Insurance	3	
ACCT 6264	Planning for Estate Tax Issues	3	
ACCT 6265	Tax Accounting for Income Taxes	3	
Total Semester Credit Hours			30

Northeastern University Master of Sports Leadership (M.S.L.)			
Course Number	Course Name	Quarter Credit Hours	Totals
Core Courses			24
LDR 6100	Developing Your Leadership Capability	3	
LDR 6135	The Ethical Leader	3	
LDR 6400	Sports Management	3	
LDR 6405	Sport in Society*	3	
LDR 6410	Leadership and Organization in Sport	3	
LDR 6430	Sports Law	3	
LDR 6441	Sports Media Relations*	3	
<i>Choose one of the following courses</i>			
LDR 6961	Internship	3	
LDR 6995	Graduate Project	3	
Electives: Choose six of the following courses			21
CMN 6015	Introduction to the Digital Era: The Power of Social Media	3	
LDR 6615	Academic Advising and Life Skills	3	
LDR 6323	Event Management	3	
LDR 6427	Gender and Diversity in Sport	3	
LDR 6435	Fiscal Practices in Sports	3	
LDR 6440	Sports Marketing and Promotions	3	
LDR 6442	Athletic Fundraising	3	
LDR 6443	Ticket Sales and Strategies	3	
LDR 6445	Corporate Sponsorships	3	
LDR 6455	NCAA Compliance	3	
LDR 6460	Risk Management in Athletics	3	
LDR 6465	Title IX	3	
	Open elective	3	
Total Quarter Credit Hours			45