



**FLORIDA UNIVERSITY**  
**SOUTHEAST**

Gateway to Possibilities



# Florida University Southeast

## Graduate Catalog 2024-25

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## **MESSAGE FROM THE PRESIDENT**

Thank you for considering the Florida University Southeast (FUSE), an organization fully dedicated to the applied training of professionals in expanding business fields. We currently offer three graduate-level degrees: Master of Business Valuation (MBV), Master of Science in Information Technology (MSIT), and Master of Project Management (MPM). The sequence and content of FUSE's courses were developed by both academics and professionals with practical experience in teaching and working in these rapidly growing, impactful careers. Consequently, students who enroll in one of our programs will receive up-to-date training in their chosen discipline.

FUSE's fully online distance learning approach is unique in that it integrates and applies the curriculum. The FUSE programs are grounded on pertinent themes, arranged by sequential subjects, and taught by experienced faculty. Our scaffolded educational process incrementally and continuously builds upon the material mastered in prior terms. By the successful completion of the 18-month curriculum, students will have prepared various reports and compiled a capstone project. Together, these reports will demonstrate the skill sets acquired by the student and can be placed in a professional portfolio for presentation to future employers.

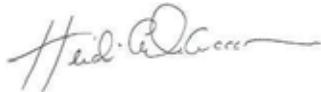
FUSE is affiliated with several leading professional business valuation organizations and these organizations not only provide current materials, but they also provide networking and employment opportunities to some of our students. For the Master of Business Valuation (MBV), upon successful completion of the first semester (two terms) of the program, students will receive the credential of Business Certified Appraiser (BCA) from the International Society of Business Appraisers (ISBA), a U.S. Small Business Administration "qualified source" to conduct small business appraisals. Further, upon the successful completion of the MBV program, FUSE MBV graduates meeting the standards of International Association of Certified Valuation Specialists (IACVS) credentialing will automatically be granted the International Certified Valuation Specialist with Advanced Studies in Financial Instruments (ICVS-A) credential without having to complete a separate comprehensive examination on valuation concepts.

Some of the professional certification examinations available in the IT field include Certified Information System Security Specialist (CISSP), Amazon Web Service (AWS), Microsoft Certified Developers and Business Analysts, Scaled Agile Framework for Enterprise (SAFe), and CISCO's CCNA, CCDP, CCNP, and CCIE.\* FUSE's MSIT program students acquire the tools, techniques, and knowledge to sit for general IT certification exams and exams in their areas of specialization.\* While a formal application

demonstrating the required project management experience will still have to be submitted to the Project Management Institute to qualify to take the exam, MPM graduates will have the background and required credit hours to sit for the Project Management Professionals (PMP) examination.\*

While quite challenging in terms of technical skill requirements, having produced a portfolio of your work, FUSE's programs will set you apart as having truly mastered the art and science of your business profession. Again, we are very pleased that you are considering FUSE as your choice for a graduate degree. Please feel free to reach out to me, or any of our faculty, if you have additional questions about one of our programs.

Sincerely,

A handwritten signature in cursive script, appearing to read "Heidi DiCicco", with a long horizontal flourish extending to the right.

Heidi DiCicco, President

# **1. FLORIDA UNIVERSITY SOUTHEAST**

## **1.1. Statement of Mission and Purpose**

Florida University Southeast (FUSE) prepares students to directly enter rapidly expanding professions through applied education. FUSE targets professions related to business, technology, data, and analytics in need of qualified graduates with both technical skills and practical experience. FUSE's online educational programs provide our students with the opportunity to develop the expertise required to make an immediate impact upon graduation.

Our curriculum was created based upon the needs of the professions and designed with the student in mind. In accomplishing its mission, FUSE will:

- Use only faculty members with substantial knowledge and experience in their fields of expertise;
- Offer timely and profession-designed graduate education that focuses on applied concepts and the skills required to succeed in the discipline of the student's chosen degree;
- Continually enhance its educational programs to meet the needs of both students and the professions;
- Provide academic advising that puts the interests of students first, as they strive to achieve their goals of becoming practitioners and subject matter experts in their fields; and
- Ensure the allocation of the resources necessary to fulfill this mission.

## **1.2. Licensure in Florida**

FUSE is licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, toll-free telephone number (888) 224-6684.

## **1.3. Location**

Florida University Southeast is currently located in Palm Beach County, Florida, USA. The address of the main office is 1375 Gateway Blvd, Boynton Beach, Florida 33426. The office building is equipped with conference rooms for classroom teaching. However, currently, FUSE offers only completely online degree programs.

## **1.4. Disclaimer Regarding Accreditation**

Even though FUSE is licensed to offer the degree programs by the Commission for Independent Education, Florida Department of Education, FUSE is not accredited by national or regional agencies. Students wishing to reach educational or vocational objectives after graduating from FUSE should determine whether coursework taken at FUSE will help to reach those goals. The same process should be used by students taking coursework that the student may wish to transfer to another institution, a process that may be affected by the institution's lack of accreditation.

## **1.5. Disclaimer Regarding Credit Transferability**

Students should keep in mind that the transferability of credits earned at FUSE is at the discretion of the accepting institution. It is the students' responsibility to verify whether another college or university of their choice will accept credits from FUSE. Credits and degrees earned from FUSE do not automatically qualify the holder to pursue more advanced degrees, to participate in professional licensing examinations, or to practice certain regulated professions in the State of Florida. Students interested in practicing a regulated profession in Florida should contact the appropriate state regulatory agency in the field of their interest.

## **1.6. Institutional Policies Regarding Modifications**

This Catalog reflects the regulations, policies, procedures, programs, and fees for FUSE as of January 2023. FUSE reserves the right to adopt, amend, modify, and implement its policies and procedures as it deems appropriate and necessary, including but not limited to its academic policies, regulations, programs, courses, graduation requirements, tuition and fees, and other matters of policy and procedure, with the approval of the Commission for Independent Education when necessary. Each student should reference the most current version of the catalog at the time of entry into the program. Under certain circumstances and in the best interests of a student, FUSE may grant exceptions to its policies and procedures in individual cases when it is determined, in the sole and absolute discretion of FUSE, that such action would be appropriate to further the mission and purposes of FUSE.

## **1.7. Non-Discrimination Policy**

FUSE admits students of any race, color, sex, age, gender, marital status, non-disqualifying disability to the extent of the law, religion or creed, and national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school and does not discriminate in administrations of its educational policies, admissions policies, or other school- administered programs.

## **2. MASTER OF BUSINESS VALUATION (MBV) PROGRAM**

### **2.1. MBV Program Overview**

The Master of Business Valuation (MBV) is a fully on-line program designed to be completed in 18 months. FUSE's MBV provides students with an educational experience enabling them to work as business valuation professionals in accounting firms, investment banks, registered investment advisory firms, brokerage firms, valuation firms, and other businesses similar in nature. This unique master's degree program was developed with the student's career in mind; the curriculum is the result of input from leading professionals and academics in valuation and financial analysis.

Upon successful completion of the first Semester (two terms) of the program, students will receive the credential of Business Certified Appraiser (BCA) from the International Society of Business Appraisers (ISBA), a U.S. Small Business Administration "qualified source" to conduct small business appraisals.\* Further, upon the successful completion of the MBV program, FUSE MBV graduates meeting the standards of International Association of Certified Valuation Specialists (IACVS) credentialing will automatically be granted the International Certified Valuation Specialist with Advanced Studies in Financial Instruments (ICVS-A) credential without having to complete a separate comprehensive examination on valuation concepts.\* In addition, the MBV prepares students to sit for the Level 1 Chartered Financial Analyst (CFA) Examination, and various business valuation and appraisal certifications, such as the Certified Valuation Analyst (CVA), Certified Business Appraiser (CBA), and Accredited Senior Appraiser (ASA).\*

Unlike the traditional model of enrolling in specific topic courses, of which parts are outdated or irrelevant to the needs of specialists, FUSE built a program that trains future valuation professionals from a practitioner's point of view, without sacrificing the rigor of theoretical underpinnings, by integrating relevant portions of larger topics and simulating the workings of valuation firms. The use of current software and databases are part of the learning experience. By the end of the program, students will have successfully prepared a portfolio having four different financial analysis and valuation reports. Upon graduation, MBVs can present this portfolio of their professionally prepared analyses during interviews or use them as work product examples to garner consulting engagements.

Due to the nature of our curriculum, FUSE does not accept any transfer credits from other



universities and colleges. The curriculum is established and there will be no course cancellations. Our program runs on a semester basis with no electives. In addition, there will be no course waivers.

## 2.2. MBV Program Educational Objectives and Outcomes

**Objective 1:** Students will have the technical expertise to conduct high-quality business valuations upon graduation.

**Intended Outcome:** Upon graduation, students will be immediately employable in these high- demand areas.

**Objective 2:** Students will be sufficiently trained to acquire certifications in the business valuation discipline.

Intended Outcome: Because the level of the first valuation report meets the organizational requirements, upon successful completion of the first Semester of the MBV program, students will receive the credential of Business Certified Appraiser (BCA) from the International Society of Business Appraisers (ISBA), a U.S. Small Business Administration “qualified source” to conduct small business appraisals.\* The second semester will elevate the quality and complexity of the students’ ability to a master’s level and prepare the students to pursue more demanding certifications. Upon the successful completion of the MBV program, FUSE MBV graduates meeting the standards of International Association of Certified Valuation Specialists (IACVS) credentialing will automatically be granted the International Certified Valuation Specialist with Advanced Studies in Financial Instruments (ICVS-A) credential without having to complete a separate comprehensive examination on valuation concepts.\*

\*Business credentials are trademarks of their respective organizations. The specific requirements and fees associated with these designations are available through the issuing organizations. FUSE cannot guarantee passage of any of these exams and individual students should prepare independently before attempting the assessments.

## 2.3. Required Sequence of Topics

The MBV program has three semesters and each semester is broken into two terms. At the end of terms 2, 3, 4, and 6, each successful student will have produced a measurable output, specifically a valuation report intended for inclusion in the student’s portfolio. The curriculum is integrated and tailored to prepare students to complete these valuation reports with each term’s material scaffolded on that of the term before, meaning that the complexity of the curriculum increases and relies upon the skills learned in previous terms. The program, including writing the reports, equates to 34 semester credit hours.

With the exception of the credits associated with the valuation reports, each semester credit hour requires at least 15 hours of lectures, PowerPoint presentations, videos, class discussion using the discussion threads function in the virtual classroom, online supplemental readings, practical applications using the tools for this course, interactive assignments, instructor interaction, and/or assessments. An additional 20 hours of out-of-class preparation is required per credit, which includes the report writing and textbook reading assignments.

MBV Cohort Schedule			
Semester 1		Semester 2	
Term 1	Term 2	Term 3	Term 4
<b>MBV 500</b> Comm. & Leadership in bus. Val. - (2 Cr) <b>MBV 503</b> Project Management in Bus. Val. - (2 Cr)	<b>MBV 501</b> Foundations of Valuation Methods, Tools, and Techniques - (2 Cr) <b>MBV 502</b> Research Techniques & Prof. Ethics - (2 Cr) <b>MBV 600</b> Financial Reporting and Valuation - (2 Cr)	<b>MBV 601</b> The Appraisal Process & Valuation Methods (2 Cr) <b>MBV 602</b> Quantitative Finance and Data Analytics - (2 Cr) <b>MBV 603</b> Financial Analysis and Report Writing- Basic - (2 Cr)	<b>MBV 604</b> Valuation Economics and Fair Value - (2 Cr) <b>MBV 700</b> IPO Valuation, Merges, and Acquisition - (2 Cr) <b>MBV 701</b> Financial Analysis & Report Writing - Intermediate - (2 Cr)
4 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.
Semester 3			
Term 5		Term 6	
<b>MBV 702</b> Valuation Issue, Intangibles, Premiums & Discounts - (2 Cr) <b>MBV 703</b> Advanced Financial Analysis and Report Writing 1- Publicly Owned Corporations - (3 Cr)		<b>MBV 704</b> Special Topics in Portfolio Valuation (2 Cr) <b>MBV 705</b> Advanced Financial Analysis and Report Writing 2 - Privately Held Corporations - (3 Cr) <b>MBV 799</b> Advanced Report Writing Capstone and Final Report - (2 Cr)	
5 Cr Hrs.		7 Cr Hrs.	
Color Key			
<b>Foundation Courses</b> Core Courses Advanced Courses			

The MBV program courses are grouped into three categories – foundation, core and advanced courses. There are four foundational courses which lay the groundwork for specialized business valuation studies. The five core courses get into the more detailed technical aspects of business valuation while the seven advanced courses focus on complex valuation scenarios.

## 2.4. MBV Foundation Courses

**MBV 500 Communication and Leadership (2 credits):** Project managers spend over 90% of their time communicating with project stakeholders. This course provides the key concepts, techniques, methods, modes, and media for optimizing communication in varied circumstances.

**MBV 501 Foundations of Valuation Methods, Tools and Techniques (2 credits):** The Foundations of Valuation Methods, Tools, and Techniques course is designed to provide learners with a solid understanding of the principles and methodologies used in the valuation of assets, businesses, and securities. The course will cover a range of topics, including the history of valuation, financial statement analysis, discounted cash flow (DCF) analysis, market multiples, and comparable company analysis. Additionally, the course will provide learners with the necessary tools and techniques for conducting valuation analyses in real-world scenarios. By the end of the course, students should have a solid foundation in valuation methodologies and be able to apply these principles to a variety of real-world valuation scenarios.

**MBV 502 Valuation Research Techniques and Professional Ethics (2 credits):** This course introduces students to the business valuation profession, emphasizing both practical research techniques and professional ethics. Participants will familiarize themselves with the roles and obligations of professional appraisers, valuation professionals, and financial analysts. The course will also outline current major changes and issues in the valuation profession, with a strong focus on the ethical standards promulgated by various professional societies, such as the AICPA, ASA, and NACVA. Through this course, students will gain a thorough understanding of the integration of valuation methodologies and ethical practices essential for success in the field.

**MBV 503 Project Management in Business Valuation (2 credits):** This course presents the foundational elements of project management, including the process groups, knowledge areas, and project life cycle. The foundation tools and techniques for managing projects and programs will be discussed.

## 2.5. MBV Core Courses

**MBV 600 Financial Reporting and Valuation (2 credits):** This topic covers current practices in corporate financial reporting and financial analysis. The emphasis is on financial statement analysis and interpretation of financial disclosures to evaluate a firm's business operations, to predict its future condition, to improve risk assessment, and to

enhance decision making.

**MBV 601 The Appraisal Process and Valuation Methods (2 credits):** This overview takes the student step-by-step through the valuation process, from identifying the problem, collecting and analyzing data, reaching a final opinion of value, and communicating the appraisal. The segment also will provide the students with the tools necessary to locate and utilize professional appraisal data. Online databases and proprietary software will enhance the learning experience. A brief description of practice management techniques also will be incorporated.

**MBV 602 Quantitative Finance and Data Analytics (2 credits):** This course addresses the valuation of complex financial instruments and the quantitative tools required to perform such calculations. Students will be provided with a solid foundation on the types of derivatives, including, but not limited to, simple and complex options, swaps, futures, and forwards, as well as how they are priced and valued. Focused topics on calculus, regression analysis, continuous time mathematics, and multivariate analysis in their applications to quantitative finance also will be included.

**MBV 603 Financial Analysis and Report Writing- Basic: (2 credits):** The course "Financial Analysis and Report Writing - Basic" provides students with the knowledge and skills necessary to analyze financial data and effectively communicate findings through professional report writing. Focusing on basic writing of reporting, students will learn essential financial analysis techniques, including ratio analysis, trend analysis, and cash flow analysis. Additionally, the course will develop proficiency in report writing, covering topics such as report structure, data interpretation, and presenting financial information to various stakeholders.

**MBV 604 Valuation Economics and Fair Value (2 credits):** This course presents an in-depth analysis of the macro economy as a complex system and examines how macroeconomic factors and domestic policies affect business conditions for both large and small firms. Students will explore various forms of macroeconomic modeling, forecasting, and scenario planning. Additionally, the course addresses a critical subsection of valuation: fair value measurement and accounting. Students will apply fair value measurement standards through impairment determinations, alternative investment valuations, and intangible asset valuations. This comprehensive approach provides students with the foundational knowledge necessary for credentialing in fair value measurement.

## 2.6. MBV Advanced Courses

**MBV 700 IPO Valuation, Merges, and Acquisition (2 credits):** This class explores the

underlying theories and methods for valuing new companies going public. Students will utilize the most frequently used techniques for valuing these entities.

**MBV 701 Financial Analysis and Report Writing – Intermediate (2 credits):** This intermediate course is the second installment in a four-part series designed to build your proficiency in valuation reporting. It emphasizes the foundational components essential to any comprehensive financial analysis report, applicable to both publicly traded and privately held companies. The course provides an in-depth exploration of how to effectively structure and present financial data, focusing on the pertinent sections of a report. Students will learn to conduct thorough industry and market research, leveraging various financial databases. The course also covers the practical aspects of compiling and writing a detailed financial analysis, ensuring that the reports adhere to professional standards and expectations in business valuation engagements.

**MBV 702 Valuation Issue, Intangibles, Premiums & Discounts (2 credits):** This course covers two distinct but related topics. The first topic is on multiples. While we have covered tangentially the concepts and applications of multiples, this course will cover the theoretical underpinnings of the use of multiples. In addition, the topic of multiples will explain the different types and their uses. The second half of the course covers discounts and premiums. While the topics of discounts and premiums are highly used in the U.S., it still has not taken hold globally. This might change as the business valuation moves into a profession that utilizes globally developed methodologies which will include discounts and premiums.

**MBV 703 Advanced Financial Analysis and Report Writing 1– Publicly Owned Corporations (3 credits):** This advanced course, the third in a four-part series, centers on the complexities of creating valuation reports for publicly traded companies. Students will explore the nuanced sections of financial analysis reports, learning how to structure and present data specific to publicly owned corporations. The course offers an in-depth examination of industry economics and market analysis, utilizing advanced research techniques and financial databases. Practical assignments will guide students in preparing detailed, professional-standard reports, focusing on the unique challenges and considerations of publicly traded companies. This comprehensive approach ensures students gain the expertise necessary for sophisticated financial analysis and business valuation engagements.

**MBV 704 Special Topics in Portfolio Valuation (2 credits):** This course explores valuation principles within the context of specialized industries and situations, such as health care, professional services, and divorce cases. It also delves into the principles of portfolio valuation, providing students with the latest guidance from accounting standard

setters and the alternative investment industry. Detailed discussions on the pricing of derivative instruments are included, ensuring a comprehensive understanding of specialized and portfolio valuation techniques.

**MBV 705 Advanced Financial Analysis and Report Writing 2 – Privately Held Corporations (3 credits):** This advanced course, the final installment in a four-part series, immerses students in the specialized practice of financial analysis and valuation for privately held businesses. Students will explore the unique challenges and methodologies involved in valuing private companies, gaining insights into industry-specific economics and market dynamics. The course emphasizes practical application, with students engaging in hands-on research using advanced financial databases. Through comprehensive assignments, students will learn to compile and structure detailed valuation reports that meet the highest professional standards. By the end of the course, students will have demonstrated their mastery of sophisticated valuation techniques, equipping them to effectively communicate complex financial findings to clients and stakeholders.

**MBV 799 Advanced Report Writing Capstone and Final Report (2 credits):** This topic reviews the mechanics of financial analysis, business valuation, and real estate appraisal report writing and assists students in improving their written reports. Areas cover the difficulties of writing and how to overcome them, types of writing styles used in these reports, critical thinking skills, argument analysis, logical fallacies, and examples of good and poor writing. The segment also addresses quality assurance practices. Students will produce final drafts of Financial Analysis Reports #1-4 and then consolidate them into a professional portfolio.

## **2.7. MBV Academic Degree Requirements**

Students must be formally accepted into the MBV program and meet all graduation criteria outlined in this Catalog. Matriculated students must successfully complete the total of 34 credit hours listed above and maintain a 3.0 grade point average to graduate. If the Applicant falls below a 3.0 grade point average, the student will be required to re-take the most recent courses and to pay additional tuition. Under such circumstances, the most recent grades achieved are counted toward the cumulative GPA. Students may repeat each course only once. Students who have not been able to raise their grade point average to at least a 3.0 after re-taking a course will be dismissed from the program. Graduation is not automatic upon completion of requirements. All students are required to complete and submit an Application to Graduate to the President, along with the requisite fees.

## **3. MASTER OF PROJECT MANAGEMENT (MPM) PROGRAM**

### **3.1. MPM Program Overview**

Project management is a burgeoning profession with an established body of knowledge. The Project Management Institute (PMI) is the organization that developed A Guide to the Project Management Body of Knowledge (PMBOK Guide), and compiled the standards, tools, and techniques for project managers to be effective and efficient. According to PMI's Project Management Job Growth and Talent Gap 2017-2027 publication, across the globe there is a widening gap between employers' need for skilled project management workers and the availability of professionals to fill those roles. This talent gap could result in a potential loss of \$ 207.9 billion in GDP through 2027 for the 11 countries analyzed.

FUSE's Master of Project Management (MPM), a fully online program designed to be completed in 18 months, will provide college graduates in any discipline with an educational experience enabling them to work as professional project managers. FUSE's MPM prepares graduates to attain the experience and meet the educational requirements to sit for PMI's Project Management Professional (PMP) certification exam.\* As the complexity, dynamics, and global setting of organizations grow, the need for personnel with the knowledge, tools, and skills for managing projects increases. Project management is one of the emerging disciplines that can be applied across industries. The MPM targets working professionals who are currently managing projects, programs, and portfolios, but without sufficient grounding in the practice of project management. The program is intended for participants to combine their day-to-day experience with the academic courses.

The MPM curriculum has been designed by "pracademics," individuals having both academic and professional experience, with the goal of preparing graduates to immediately and competently work in the project management profession. This applied program has three tracks – General, Construction Management, and Information Technology – and is centered around the progressive completion of a capstone report. In addition to completing the capstone report, students will take three foundational, four core, and three concentration/specialization courses to complete the program. The capstone project is intended to help students understand the big picture and build on the content mastered throughout the program.

### **3.2. MPM Program Educational Objectives and Outcomes**

**Objective 1:** Students will have the technical expertise to initiate, plan, execute, monitor and control, and close projects.

**Intended Outcome:** Upon graduation, students will be able to apply the foundational and core skills of the project management profession in a real-world context. This proficiency will be demonstrated through the successful completion of a capstone project management report.

**Objective 2:** Students will be sufficiently trained to lead projects.

Intended Outcome: The Project Management Professional (PMP) credential awarded by the Project Management Institute (PMI) is an industry-accepted credential recognized globally\*. Currently, over 500,000 certified project management professionals in 175 countries are managing complex projects. PMI requires individuals to attain a certain level of project management experience before being permitted to take the PMP exam. Graduates will have the training necessary to obtain the experience required by PMI and the knowledge base necessary to then sit for the exam.

\* Business credentials are trademarks of their respective organizations. The specific requirements and fees associated with these designations are available through the issuing organizations. FUSE cannot guarantee passage of any of these exams and individual students should prepare independently before attempting the assessments.

### 3.3. MPM Required Sequence of Topics

The schedule outlined below reflects the Foundation, Core, and Specialization courses. The Specialization courses are track-specific, meaning students will only complete the Specialization courses designated for the track they have chosen, and identified by color. Due to the nature of our curriculum, FUSE does not accept any transfer credits from other universities and colleges. The curriculum is established and there will be no course cancellations. Our program runs on a semester basis with no electives. In addition, there will be no course waivers.



MPM Cohort Schedule			
Semester 1		Semester 2	
Term 1	Term 2	Term 3	Term 4
MPM 501 Foundations of PM - (2 Cr) MPM 502 Comm. & Leadership - (2 Cr)	MSIT 503 Agile Tools & Techniques - (2 Cr) MPM 503 Principles & Standards - (2 Cr) MPM 600 Scope and Stakeholder - (3 Cr)	MPM 601 Schedule & Cost - (3 Cr) MPM 602 Quality & Resource - (3 Cr)	MPM 603 Risk Management - (3 Cr) MPM 604 Procurement & Contract - (3 Cr)
4 Cr Hrs.	7 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.
Semester 3			
Term 5		Term 6	
MPM 700 Complexities & Integr. (Con) - (2 Cr) MPM 701 Oversight & Contract - (3 Cr)		MPM 702 Safety Management - (3 Cr) MPM 719 Capstone Project (Con) - (3 Cr)	
MPM 720 Public & Nonprofit - (2 Cr) MPM 721 Complexities & Integr. (Gen)- (3 Cr)		MPM 722 Success Factors in PM & OT - (3 Cr) MPM 739 Capstone Project (Gen) - (3 Cr)	
MPM 740 Integration (IT) - (3 Cr) MPM 741 DevOps Environment - (2 Cr)		MPM 742 Enterprise Systems - (3 Cr) MPM 759 Capstone Project (IT) - (3 Cr)	
5 Cr Hrs.		6 Cr Hrs.	
Color Key			
Foundation Courses Core Courses		Construction Project Management Track General Project Management Track IT Project Management Track	

### 3.4. MPM Foundation Courses

**MPM 501 Foundations of Project Management (2 credits):** This course presents the foundational elements of project management, including the process groups, knowledge areas, and project life cycle. The foundation tools and techniques for managing projects and programs will be discussed.

**MPM 502 Communication and Leadership (2 credits):** Project managers spend over 90% of their time communicating with project stakeholders. This course provides the key concepts, techniques, methods, modes, and media for optimize communication in varied circumstances.

**MSIT 503 Agile principles, Tools and Techniques (2 credits):** The dynamic and complex organizational setting necessities change on the way projects and IT products are supported. The change in workforce, the introduction of globalization and virtualization influenced the industry to evolve. To address this demand in mid 1980s the Agile System Development and Project Management principles were introduced. In the last 30 years this methodology has evolved to become the mainstream principle and technique. This course presents the foundational elements of Agile principles, mindset, tools and techniques. Various types of Agile methodologies are also being discussed.

**MPM 503 Core principles and standards of Project Management (2 credits):** This course covers the core principles and standards of project management developed by the Project Management Institute (PMI) and related professional organizations. This course explores the core principles and standards of project management as outlined by the Project Management Institute (PMI). Topics include organizational project management, governance, benefit realization, business analysis, navigating complexity, change management, and more. Designed for professionals aiming to improve their project management skills and align projects with organizational strategy, the course blends traditional and modern practices to prepare students for dynamic project environments. Ideal for those seeking to establish or enhance a unified project management approach.

### 3.5. MPM Core Courses

**MPM 600 Project Scope and Stakeholder Management (3 credits):** This course covers essential aspects of project scope and stakeholder management. Students will learn the processes required to ensure projects include all necessary work and only the work required for successful completion. Topics include defining project scope, creating work breakdown structures, and controlling scope changes. Additionally, the course emphasizes the importance of stakeholder management, teaching students to identify, analyze, and engage stakeholders effectively.

**MPM 601 Project Schedule and Cost Management (3 credits):** Students explore two of the three baselines needed to fully plan a project, schedule and cost management. Students apply tools to identify, sequence, estimate, and develop project schedule, as well as to estimate and monitor associated costs for each activity identified.

**MPM 602 Project Quality and Resources Management (3 credits):** In this course, students will design a quality management plan responsible for monitoring the quality of a product. Techniques to verify and monitor the quality of the project, including fishbone diagrams, Pareto diagrams, control charts, and rules of sevens, will be utilized during the course.

**MPM 603 Project Risk Management (3 credits):** This course provides a road map to the risk management process. Students will gain knowledge of calculating the expected monetary value for individual risks, of dependencies between project and program risks, and of how to design contingency and continuity of operation planning (COOP) techniques.

**MPM 604 Project Procurement and Contract Management (3 credits):** This course equips students with the rules and regulations for appropriately managing contracts, claims administration, and dispute resolution. The course also provides the steps to

identify and then manage stakeholders, as well as their power and interest in the project. Students develop a communication plan to address stakeholder needs.

### 3.6. Construction Project Management Track Courses

**MPM 700 Project Complexities and Integration Management in Construction Projects (2 credits):** This course presents the complexities, required skills, and techniques specific to the construction sector. Students will discover how construction projects deal with moving components, internal and external risks, dependencies, and procurement processes.

**MPM 701 Construction Project Oversight and Contract (3 credits):** During this course, students will learn about contract and claim management by preparing various contract documents, including a request for proposal, a request for quotation, a request for information, and a statement of work. They will also gain insights into the importance of a bidders' conference and how they are key to the production of deliverables and for successfully monitoring and controlling construction projects. Students will apply needed skills and knowledge to oversee a project.

**MPM 702 Safety Management in Construction Projects (3 credits):** Students will learn why having a strong safety management program reduces injury rates, and improves the corporate reputation and project's return on investment (ROI). Students will analyze how to reduce the risk associated with safety and apply practices used to promote safety in the construction industry. Integration of safety policies programs and quality management are the highlights of the course.

**MPM 719 Capstone Project in Construction Project Management (3 credits):** The capstone project aims to provide students with an opportunity to apply the knowledge and skills acquired throughout their Master of Project Management program to a real-world project relevant to construction project management.

### 3.7. General Project Management Track Courses

**MPM 720 Managing Public and Nonprofit Projects and Programs (2 credits):** Students will learn about the organizational structures of both public and nonprofit organizations, as well as how they differ from private sector organizations. The unique risks, concerns, and stakeholder involvements of public and nonprofit entities will be explored.

**MPM 721 Project Complexities and Integration Management (3 credits):** Students will explore the key role of project managers as conductors integrating the various parts of a

project. They will learn to identify dependencies, risks, and mitigation strategies. This course provides students with an understanding of the moving components within projects, including the pre-investment, investment, operation and maintenance, and retirements phases. The course also presents the theoretical foundations of complexity, including the theory of chaos and complexity, the cone of uncertainty, and others.

**MPM 722 Success Factors in Project Management and Organizational Transformation (3 credits):** This course provides students with a comprehensive understanding of the critical pillars that contribute to successful project management within the context of organizational transformation. Students will explore five essential pillars: organizational culture, organizational learning, knowledge management, leadership, and interactive intelligence (IQ, EQ, SQ, Cultural Intelligence, and Social Intelligence). Through theoretical frameworks, case studies, and practical exercises, students will learn how to effectively integrate these pillars into project management practices, leading to successful organizational transformations.

**MPM 739 Capstone Project in General Project Management (3 credits):** The capstone project aims to provide students with an opportunity to apply the knowledge and skills acquired throughout their Master of Project Management program to a real-world project relevant to general project management.

### **3.8. Information Technology Project Management Track Courses**

**MPM 740 Managing Integration in IT Projects (3 credits):** In this course, students learn the concept of enterprise architecture, the process of designing a project and following every step. By gaining a full understanding of the integration process, students learn how to avoid related pitfalls causing many IT projects to fail. Students will apply the process, tools, and techniques to manage and integrate components of an IT project.

**MPM 741 Managing Development-Operation (DevOPs) Environment (2 credits):** Students will be presented with a broader understanding of IT development and operations, two critical parts of a system lifecycle, in order to avoid misalignment between the two. Students are challenged to successfully integrate and develop a system to avoid issues with deployment and support through the use of case studies and practical examples.

**MPM 742 Planning, Executing, Delivering, and Supporting Enterprise Systems (3 credits):** This course provides a comprehensive framework for managing enterprise systems throughout their lifecycle. Students will learn how to effectively plan, execute, deliver, and support large-scale IT projects, focusing on methodologies and best practices. The course covers strategic planning, project execution, systems integration, and post-deployment support, emphasizing real-world application and problem-solving. Students

will gain the skills necessary to lead complex IT projects and ensure their successful implementation and ongoing support in an enterprise environment.

**MPM 759 Capstone Project in IT Project Management (3 credits):** The capstone project aims to provide students with an opportunity to apply the knowledge and skills acquired throughout their Master of Project Management program to a real-world project relevant to IT project management.

### **3.9. MPM Academic Degree Requirements**

Students must be formally accepted into the MPM program and meet all graduation criteria outlined in this Catalog. Matriculated students must successfully complete the total of 34 credit hours listed above and maintain a 3.0 grade point average to graduate. If the student falls below a 3.0 grade point average, the student will be required to re-take the most recent courses and to pay additional tuition. Under such circumstances, the most recent grades achieved are counted toward the cumulative GPA. Students may repeat each course only once. Students who have not been able to raise their grade point average to at least a 3.0 after re-taking a course will be dismissed from the program. Graduation is not automatic upon completion of requirements. All students are required to complete and submit an Application to Graduate to the President, along with the requisite fees.

## **4. MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (MSIT) PROGRAM**

### **4.1. MSIT Program Overview**

According to the U.S Bureau of Labor Statistics' 2016-2026 projection, the information technology profession will grow 13% with market demand for software developers, systems analysts, infrastructure and network engineers, information security and assurance specialists, and IT project management experts. As the complexity and dynamics of organizations expand in today's global setting, the need for supporting IT knowledge, tools, and skills moves in lockstep. Information technology has transformed the way organizations do business and enables them to function more effectively.

FUSE's MSIT is a fully on-line program designed to be completed in 18 months. While new graduates in various disciplines also will gain the skills and knowledge required to become Information Technology specialists, the MSIT program targets the needs of working

professionals who already are engaged in software development, infrastructure support, or business analysis and wish to augment their skillsets through the integration of their day-to-day experiences with academic courses.

This applied program has four specializations – Data Analytics and Business Intelligence (DA/BI), Information Assurance (IA), Telecommunication and Infrastructure (ICT), and Software Engineering (SE). Students take three foundational, two core, five concentration/specialization courses, and a capstone to complete the program. Upon the successful completion of the first semester, FUSE MSIT candidates will be assigned to faculty mentors and initiate work on their capstone projects. The capstone project requires students to apply and integrate the content of the entire curriculum and provides students with an understanding of the big picture.

## 4.2. MSIT Program Educational Objectives and Outcomes

**Objective1:** Students will have the technical expertise to design, develop, test, deploy, and support information technology applications.

**Intended Outcome:** Upon graduation, students will have the foundation and core skills to serve as consultants in software development, information assurance, business intelligence and data analysis, and infrastructure support. Based upon their areas of specialization, students will be immediately employable as software development specialists, infrastructure engineers, data analysts, or information assurance specialists.

**Objective 2:** Students will be sufficiently trained to sit for industry professional examinations.

**Intended Outcome:** Some of the professional certification examinations available in the IT field include Certified Information System Security Specialist (CISSP), Amazon Web Service (AWS), Microsoft Certified Developers and Business Analysts, Scaled Agile Framework for Enterprise (SAFe), and CISCO's CCNA, CCDP, CCNP, and CCIE.\* FUSE's MSIT program students acquire the tools, techniques, and knowledge to sit for general IT certification exams and exams in their areas of specialization.\*

\* Business credentials are trademarks of their respective organizations. The specific requirements and fees associated with these designations are available through the issuing organizations. FUSE cannot guarantee passage of any of these exams and individual students should prepare independently before attempting the assessments.

## 4.3. MSIT Required Sequence of Topics

Due to the nature of our curriculum, FUSE does not accept any transfer credits from other universities and colleges. The curriculum is established and there will be no course

cancellations. Our program runs on a semester basis with no electives. In addition, there will be no course waivers.

MSIT Cohort Schedule			
Semester 1		Semester 2	
Term 1	Term 2	Term 3	Term 4
MSIT 500 Comm. & Leadership - (3 Cr) MSIT 502 Project Management in IT - (3 Cr)	MSIT 501 Foundations of IT - (3 Cr) MSIT 503 Agile Tools & Techniques - (3 Cr)	MSIT 600 Enterprise Architecture - (3 Cr) MSIT 601 Dev-Sec-Ops - (3 Cr)	MSIT 602 DB Mgt Sy.(3Cr) MSIT 701 Blockchain (3Cr) MSIT 720 Cybersec. (3 Cr) MSIT 740 Infrastructure & Networking - (3 Cr) MSIT 760 Progr. Lang. & Dev. Lifecycle- (3 Cr)
6 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.
Semester 3			
Term 5		Term 6	
MSIT 702 Data Science - (3 Cr Hrs.) MSIT 703 Data Analysis & Mgt (Python, R)-(3 Cr) MSIT 721 Cert., Accr. & Oper. of Enter Sys. (3Cr) MSIT 722 Net'rk Sec., Cybercr. & Foren. Sc (3Cr) MSIT 741 Wireless & Cloud Computing - (3 Cr) MSIT 742 Net'rk Mgt, Sec., Policy, & Oper - (3Cr) MSIT 761 Archit. of Web, Mob. & Open So (3Cr) MSIT 762 Enterprise Applications - (3 Cr Hrs.)	MSIT 719 Capstone Project (BIDA) - (3 Cr) MSIT 739 Capstone Project (IA) - (3 Cr) MSIT 759 Capstone Project (NI) - (3 Cr) MSIT 779 Capstone Project (SE) - (3 Cr Hrs.)		
6 Cr Hrs.	3 Cr Hrs.		
Color Key			
Foundation Courses Core Courses		Business Intelligence and Data Analysis Track Information Assurance Track Network and Infrastructure Track Software Engineering Track	

#### 4.4. MSIT Foundation Courses

**MSIT 500 Communication and Leadership in IT (3 credits):** Project managers spend over 90% of their time communicating with project stakeholders. This course provides the key concepts, techniques, methods, modes, and media for optimize communication in varied circumstances

**MSIT 501 Foundations of Information Technology (3 credits):** This course presents the foundational elements of Information Technology, including how information is processed, retrieved, and stored. Students engage with practical concepts used by IT professionals for programming and managing operation systems. Coursework is centered on applying knowledge to databases, applications, and programs.

**MSIT 502 Project Management in IT (3 credits):** This course presents the foundational elements of project management, including the process groups, knowledge areas, and project life cycle. The foundation tools and techniques for managing projects and programs will be discussed.

**MSIT 503 Agile principles, Tools and Techniques (3 credits):** The dynamic and complex organizational setting necessities change on the way projects and IT products are supported. The change in workforce, the introduction of globalization and virtualization influenced the industry to evolve. To address this demand in mid 1980s the Agile System Development and Project Management principles were introduced. In the last 30 years this methodology has evolved to become the mainstream principle and technique.

#### 4.5. MSIT Core Courses

**MSIT 600 Enterprise Architecture (3 credits):** This course outlines the fundamental principles of enterprise architecture and how organizations utilize these concepts to accomplish business goals. Students explore how enterprise architecture interfaces with the information system architecture, business architecture, and technology architecture. Students investigate situational cases studies to understand and implement enterprise architecture using the architectural development method.

**MSIT 601 System Analysis and Design with Development, Security, and Operation (Dev-Sec-Ops) Environment (3 credits):** This course imparts an overview of the knowledge, tools, and techniques needed to solve business issues as a business analyst. Students analyze case studies and apply the processes of system analysis and design to identify solutions to problems faced in the industry. The course covers the design and development of information systems taking into consideration the latest trends in working with development- security, and operation environments (DevSecOps). From the elicitation and initial modeling of requirements/user stories, to selecting the right development framework; from completing the systems requirement specifications (SRS) to working on wireframe and demos; from identifying the delivery methods, to coordinating the security and deployment steps, this course provides students with a step-by-step process to the systems developments, deployment and support lifecycle.

**MSIT 602 Database Management System (Big Data/Enterprise Data Management) - (3 credits):** This course provides a comprehensive introduction to the concepts and techniques of database management systems. The course covers the fundamentals of database design, data modeling, SQL, and database management, as well as the latest trends and technologies in the field. Students will learn how to design and implement databases, manipulate and query data, and understand the concepts and principles of



database management systems.

#### 4.6. Data Analysis and Business Intelligence (DA & BI) Track Courses

**MSIT 701 Blockchain Architecture, Implementation, and Operation (3 credits):** This course provides a comprehensive introduction to the field of blockchain technology. The course is designed to help students understand the fundamentals of blockchain technology, including its history, key features, and potential uses. Students will also learn about the technical underpinnings of blockchain technology and the various types of blockchain architectures, as well as the technologies and tools used to implement blockchain solutions.

**MSIT 702 Predictive Analysis and Data Science (3 Credits):** This course presents an overview of the knowledge, tools, and techniques required to analyze big data. Students explore the skills needed for importing and exporting, cleaning and fusing, modeling and visualizing, and analyzing and synthesizing datasets. Students analyze statistics, organize data, and interpret information to communicate business relevance.

**MSIT 703 Tools and Techniques for Data Analysis and Management (Python, r) - (3 credits):** This course provides students with a comprehensive understanding of the tools and techniques used in data management and analysis. Students will learn how to effectively collect, store, manipulate, and analyze data using different software tools and methodologies. The course covers seven modules that delve into various aspects of data management and analysis, including data acquisition, data cleaning, database management, data analysis, data visualization, and data governance. Throughout the course, students will gain hands-on experience with industry-standard software tools and develop critical skills for working with data in real-world scenarios.

**MSIT 719 Capstone Project in Data Analytics and Business Intelligence (3 Credits):** This course requires students to integrate and apply the knowledge areas of business intelligence and data analytics, namely python, predictive analytics, and big data/enterprise database management, into one capstone project. Students are guided by an advisor from the beginning to the end of their projects.

#### 4.7. Information Assurance (IA) Track Courses

**MSIT 720 Cybersecurity Framework Strategies and Policy (3 credit):** This course provides students with a comprehensive understanding of the policy and strategic issues related to cybersecurity. The course covers the legal, regulatory, and technical aspects of cybersecurity, including risk management, incident response, and data privacy. Students

will learn about the current state of cybersecurity and its future implications, as well as the role of governments, organizations, and individuals in protecting against cyber threats.

**MSIT 721 Certification, Accreditation and Operation of Enterprise Systems (3 credits):** This comprehensive course provides in-depth knowledge and practical skills required for the certification, accreditation, and operation of enterprise systems. Utilizing the National Institute of Standards and Technology (NIST) 800 series documentation, the course covers the entire process from security categorization to the Authority to Operate (ATO) by the Chief Information Officer (CIO) or Chief Security Officer (CSO). Each module focuses on critical steps and controls necessary to ensure the security and compliance of enterprise systems.

**MSIT 722 Network Security, Cybercrime and Forensic Science (3 credits):** This course provides a comprehensive understanding of cybercrime and forensic science in combating it. Students will explore various cybercrimes, such as hacking, identity theft, fraud, and cyberterrorism, along with the legal and ethical considerations of cybercrime investigations. The course covers cybercrime investigation techniques, digital evidence collection and preservation, forensic analysis, and the legal framework surrounding cybercrime. Students will gain practical skills in digital forensic analysis and learn network protection strategies, including encryption and securing connections.

**MSIT 739 Capstone Project in Information Assurance (3 credits):** This course requires students to integrate and apply the various knowledge areas of information assurance, namely cyber intelligence, computer forensics, network security, malware analysis, and cybersecurity management, into one capstone project. Students are guided by an advisor from the beginning to the end of their projects.

#### **4.8. Network and Infrastructure (NI) Track Courses**

**MSIT 740 Infrastructure and Networking – Fundamentals (3 credits):** Today nearly 85% of IT support roles require a good understanding of networking concepts including network infrastructures, hardware, protocols, and services. This course covers the foundational concepts of information and Telecommunication ICT focusing on the networking Fundamentals. Students are expected to fully understand the foundational concepts of designing, implementing, and supporting various networking including local and wide area networks, wired and wireless networks, cloud service configuration and support.

**MSIT 741 Wireless Technology and Cloud Computing (3 credits):** This course explores the fundamentals of utilizing cloud infrastructures and wireless technology. Students will

become familiar with industry cloud services such as Amazon Web Services, Microsoft Azure, and Google Cloud, learning key APIs for each service in a Linux environment. They will apply tools and techniques to build, deploy, and maintain applications on the cloud. Additionally, the course covers industry trends and key concepts of wireless technology, including its application, security, and communication. Students will research and explore the process of designing and building robust wireless systems.

**MSIT 742 Network Management, Security, Policy, and Operation (3 credits):** This comprehensive course integrates the principles of enterprise network management with advanced network security techniques. Students will learn the tools and techniques needed for encryption and secure connection and apply these methods to evaluate the effectiveness of various network protection strategies against different types of attacks. The course also covers multiple network management processes, including developing network architectural strategies, management frameworks, and network policies and regulations. Through research projects and case studies, students will explore the practical applications of network security and management, utilizing information process techniques and identifying emerging trends in the field.

**MSIT 759 Capstone Project in Network and Infrastructure Track (3 credits):** This course requires students to integrate and apply the knowledge areas of telecommunication and infrastructure, namely information and communication technology, cloud computing, wireless technology, network management and security, into one capstone project. Students are guided by an advisor from the beginning to the end of their projects.

#### **4.9. Software Engineering (SE) Track Courses**

**MSIT 760 Foundations of Programming Language and Development Lifecycle (Software Development and Testing) - (3 credits):** This course covers the fundamentals of programming using various programming languages for software development. Students learn to use proper syntax, as well as how to write and debug code. Students utilize program logic tools.

**MSIT 761 Architecture of Web, Mobile and Open-Source (3 credits):** This course presents the fundamental tools and techniques necessary for developing complex web and mobile applications. Students learn the software development life cycle with agile methodologies, development environments, IT landscape, and security considerations. The principles of open-source software architecture, including the tools and techniques of open-source management, are covered in this course. Students examine the intersections between open-source architecture and business, law, and product.

**MSIT 762 Working on Enterprise Applications (3 Credits):** This course discusses the fundamental tools and techniques of software development on an enterprise scale. Students explore software development principles that are applicable in a business environment, as well as the concepts of continuous deployment, continuous integration, continuous testing, and continuous monitoring with feedback.

**MSIT 779 Capstone Project in Software Engineering (3 Credits):** This course requires students to integrate and apply the knowledge areas of software engineering into one capstone project. Students apply their research on enterprise development using various programming languages and open-source software architecture when submitting their final projects. Students are guided by an advisor from the beginning to the end of their projects.

#### **4.10. MSIT Academic Degree Requirements**

Students must be formally accepted into the MSIT program and meet all graduation criteria outlined in this Catalog. Matriculated students must successfully complete the total of 33 credit hours listed above and maintain a 3.0 grade point average to graduate. If the student falls below a 3.0 grade point average, the student will be required to re-take the most recent courses and to pay additional tuition. Under such circumstances, the most recent grades achieved are counted toward the cumulative GPA. Students may repeat each course only once. Students who have not been able to raise their grade point average to at least a 3.0 after re-taking a course will be dismissed from the program. Graduation is not automatic upon completion of requirements. All students are required to complete and submit an Application to Graduate to the President, along with the requisite fees.

## **5. MASTER OF SUSTAINABILITY (MS) PROGRAM**

### **5.1. MS Program Overview**

Sustainability has evolved into a multifaceted concept that goes beyond environmental protection. It now encompasses four interconnected dimensions: environmental sustainability (preserving ecosystems, biodiversity, and natural resources), social sustainability (creating equitable and just societies), economic sustainability (promoting viable, just systems that support long-term well-being), and cultural sustainability (preserving cultural diversity, heritage, and traditions). The 17 United Nations Sustainable Development Goals map these domains and offer a structure for the engagement of different stakeholders in pursuing the overarching goal of sustainability.

Countless professions and disciplines have now embraced and engaged with the concept of sustainability within their own domains. From business to engineering, agriculture to water resource management, renewable energy to food security, smart cities design to regional development, corporate social responsibility and leadership succession to organizational culture and learning, the world is fully engaged in ensuring long-term well-being across the globe.

FUSE's Master of Sustainability is a fully online program designed to be completed in 18 months (about 1 and a half years). It aims to provide professionals of different backgrounds with an understanding of the complex and evolving concept of sustainability, and the skills necessary to implement effective and sustainable practices in various contexts.

This applied program has four specializations – Environmental Sustainability, Corporate Sustainability and Innovation, Energy Security and policy, and Water Sustainability and Security. Students take three foundational, two core, five concentration/specialization track courses, and a capstone to complete the program. Upon the successful completion of the first semester, FUSE MS candidates will be assigned to faculty mentors and initiate work on their capstone projects. The capstone project requires students to apply and integrate the entire curriculum's content and provides students with a holistic view of sustainability.

## 5.2. MS Program Educational Objectives and Outcomes

The following objectives and outcomes are established for the Master of Sustainability program.

**Objective 1:** Students will have the interdisciplinary expertise to Design develop, lead sustainable projects and programs

**Intended Outcome:** Upon graduation, students will have the foundational and core skills to serve as subject matter expert in different domains of sustainability including environmental sustainability; corporate sustainability and innovation; energy security and policy; and water sustainability and security. Since sustainability is a cross-sectional discipline that can be applied to all sectors, students with their chosen specialization area will have options to support any organization. This degree helps them to obtain employment as sustainability experts.

**Objective 2:** Students will be sufficiently trained to contribute to the body of knowledge in sustainability and innovation.

**Intended Outcome:** In order address the interdisciplinary nature of sustainability the four concentrations offered at FUSE will give students the opportunity to learn from scholar practitioner faculty with years of experience working on water and energy nexus, environmental governance, global energy policy, sustainable development and globalization, energy technology and innovation, and business sustainability. This program helps students acquire tools, techniques, and knowledge to contribute to their organizations, and to the general body of knowledge in sustainability and innovation.

### 5.3. MS Required Sequence of Topics

The schedule outlined below reflects the Foundation, Core, and Specialization courses of the master of sustainability program. The Specialization courses are track-specific, meaning students will only complete the Specialization courses designated for the track they have chosen, and identified by color.

MS Cohort Schedule			
Semester 1		Semester 2	
Term 1	Term 2	Term 3	Term 4
MS 500 Comm. & Leadership - (3 Cr)  MS 502 PM in Sustainability - (3 Cr)	MS 501 Foundations of Sustainability - (3 Cr)  MS 600 Sustainability Governance, Ethics, and Policy - (3 Cr)	MS 601 Sus. Dev & Glob (3 Cr) MS 700 Princ. of Env Sus (3 Cr)  MS 720 Sus in Business - (3 Cr)  MS 740 Glob Energy Pol. & Gov - (3Cr)  MS 760 Transboundary Water Mgt & its Challenges - (3 Cr)	MS 701 Wat & Ene Nexus (3Cr) MS 702 Env Gov, Law & Pol (3Cr)  MS 721 Sust Leadersh (3 Cr) MS 722 Sust & Innov- (3 Cr)  MS 741 En Tech & Inn (3 Cr) MS 742 Storage & Grid Integration - (3 Cr Hrs.)  MS 761 Water Econ- (3 Cr) MS 762 Geo and Hydro Politics of Water (3 Cr)
6 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.	6 Cr Hrs.
Semester 3			
Term 5		Term 6	
MS 703 Env Data Analysis & Risk/Impact Assessment - (3 Cr) MS 704 Climate Change Science and Pol (3 Cr)  MS 723 Sus Performance Measurement - (3 Cr) MS 724 Sustainable Innovation - (3 Cr)  MS 743 The Science of Energy Sustain. - (3 Cr) MS 744 Renewable Energy Technology - (3 Cr)  MS 763 Integrated Water Resource Mgt - (3 Cr)	MS 719 Capstone in Environmental Sustainability - (4 Cr)  MS 739 Capstone in Corporate Sustainability and Innov (4 Cr)  MS 759 Capstone in Energy Security and Policy - (4 Cr)  MS 779 Capstone in Water Sustainability and Security - (4 Cr)		

## 5.4. MS Foundation Courses

**MS 500 Communication and Leadership in Sustainability (3 credits):** The Communication and Leadership course is designed to provide students with a thorough understanding of the essential communication skills and leadership principles necessary to excel in various professional environments. This course will explore the theories and practical aspects of effective communication, interpersonal dynamics, and leadership styles to help students develop the ability to influence, inspire, and collaborate with others.

**MS 501 Foundations of Sustainability (3 credits):** This course is designed to provide an introduction to the principles, concepts, and practices of sustainability. The course is intended to equip students with a solid understanding of the environmental, social, and economic aspects of sustainability, as well as the tools and strategies necessary to create sustainable systems and promote a more sustainable future.

**MS 502 Project Management in Sustainability (3 credits):** This course provides students with a solid foundation on tools and techniques managing projects and programs. Understanding of the process groups, knowledge areas, and phases of project life cycle will be discussed.

## 5.5. MS Core Courses

**MS 600 Sustainability Governance, Ethics, and policy (3 credits):** This course is designed to explore the intersection of sustainability, governance, ethics, and policy, and the ways in which these areas interact to create more sustainable and just societies. The course will focus on the role of governance and policy in promoting sustainability, and the ethical considerations and challenges associated with these efforts.

**MS 601 Sustainable Development and Globalization (3 credits):** This course explores the complex relationship between globalization and sustainability, and the challenges and opportunities associated with these interconnected processes. The course will examine the ways in which globalization affects sustainable development, and the ways in which sustainability considerations influence globalization.

## 5.6. Environmental Sustainability Track Courses

**MS 700 Components/Principles of Environmental Sustainability (3 credits):** This course is a comprehensive, interdisciplinary program designed to provide students with an in-depth understanding of the foundational concepts and principles that drive sustainable practices in today's world. This course will explore the key elements that contribute to environmental sustainability, including ecological integrity, social equity, economic vitality,

and cultural preservation.

**MS 701 Water and Energy Nexus: Conservation Planning and Management (3 credits):** This course covers the links between water and energy. Students will learn about the energy required for water management and treatment, as well as the water required for energy production. The course will also cover the policy and regulatory frameworks governing the water-energy nexus and the challenges of promoting sustainable practices.

**MS 702 Environmental Governance, Law, and Policy (3 credits):** This course provides an introduction to the principles, institutions, and processes of environmental law and governance at the national and international levels. Students will learn about key environmental laws, regulations, and treaties, as well as the role of various stakeholders, including governments, NGOs, and the private sector, in environmental decision-making. Students will learn about international and domestic environmental law, environmental policy-making, and the role of the judiciary in shaping environmental policy. The course will also cover the challenges of implementing environmental laws and regulations.

**MS 703 Environmental Data Analysis, Risk /Impact Assessment (3 credits):** This course covers the methods and tools used to analyze environmental data. Students will learn about statistical analysis, GIS mapping, and other data visualization techniques. The course will also cover the challenges of working with complex environmental data sets and interpreting data in the context of environmental sustainability. Students will learn about the methods and tools used to identify, evaluate, and mitigate environmental impacts, as well as the legal and regulatory frameworks governing environmental impact assessment.

**MS 704 Climate Change Science and Policy (3 credits):** This course examines the scientific basis of climate change, its impacts on natural and human systems, and the policies and strategies designed to mitigate and adapt to these impacts. Students will explore current research on climate change, assess international and national policies, and discuss the role of various stakeholders in addressing climate change challenges. Topics include exposure assessment, ecological and human health risk assessment, risk communication, and decision-making. Students will apply these concepts in case study analyses and group projects.

**MS 719 Capstone in Environmental Sustainability (4 Credits):** This course gives students the opportunity to apply what they have covered in their study into a real-world problem of their choice. Students choose a topic of their project aligned with their specialization track, and under the guidance of their supervisor, they will apply the skills, tools and techniques they have learned in solving the problem they identified.



## 5.7. Corporate Sustainability and Innovation Track Courses

**MS720 Sustainability in Business (3 credits):** This course is designed to explore the role of sustainability in promoting responsible and sustainable business practices. The course will examine the ways in which businesses can integrate sustainability considerations into their operations, and the opportunities and challenges associated with this process.

**MS 721 Sustainable Leadership (3 credits):** This course is designed to provide students with the skills and knowledge necessary to become effective leaders in promoting sustainability and sustainable development. The course will examine the principles and practices of sustainable leadership, and the ways in which sustainable leadership can be integrated into different organizational contexts.

**MS 722 Core Components of Sustainability and Innovation (3 credits):** This course is designed to provide students with a comprehensive understanding of the core components of sustainability and innovation, and the ways in which these concepts are interconnected. The course will explore the principles and practices of sustainability and innovation, and the opportunities and challenges associated with promoting sustainability through innovation.

**MS 723 Sustainable Performance Measurement (3 credits):** This course is designed to provide students with the skills and knowledge necessary to measure and evaluate the sustainability performance of organizations. The course will explore the principles and practices of sustainable performance measurement, and the ways in which these measures can be used to promote sustainable development.

**MS 724 Sustainable Innovation (3 credits):** This course covers the principles and practices of sustainable innovation. Students will learn about the role of innovation in promoting sustainability, as well as the challenges of developing sustainable innovations in different contexts. The course will also cover the regulatory frameworks governing sustainable innovation.

**MS 739 Capstone in Corporate Sustainability and Innovation (4 Credits):** This course gives students the opportunity to apply what they have covered in their study into a real-world problem of their choice. Students choose a topic of their project aligned with their specialization track, and under the guidance of their supervisor, they will apply the skills, tools and techniques they have learned in solving the problem they identified.

## 5.8. Energy Security and Policy Track Courses

**MS 740 Global Energy Policy and Governance (3 credits):** This course examines the institutions, actors, and processes involved in energy policymaking and governance. Students will learn about the role of government, civil society, and business in energy decision-making and the challenges of balancing economic development with energy security. The course will also cover the history of energy policy and the role of international institutions in promoting sustainable energy.

**MS 741 Energy Technology and Innovation (3 credits):** This course covers the principles and practices of energy technology and innovation. Students will learn about renewable energy technologies, energy efficiency, and emerging technologies. The course will also cover the challenges of scaling up and commercializing energy innovations.

**MS 742 Energy Storage and Grid Integration (3 credits):** This course covers the principles and practices of energy storage and grid integration. Students will learn about the various energy storage technologies, as well as the challenges of integrating renewable energy sources into the grid. The course will also cover the regulatory frameworks governing energy storage and grid integration.

**MS 743 The Science of Energy Sustainability (3 credits):** This course is designed to provide students with a deep understanding of the science behind energy sustainability, and the ways in which scientific research can inform energy policy and decision-making. The course will explore the principles and practices of energy sustainability, and the scientific concepts and methods used to study energy systems and their impacts.

**MS 744 Renewable Energy Technology (3 credits):** This course covers the principles and practices of renewable energy technologies. Students will learn about solar, wind, hydro, and geothermal energy systems, as well as the economics and policy implications of renewable energy. The course will also cover the challenges of integrating renewable energy into existing energy systems.

**MS 759 Capstone in Energy Security and Policy (4 credits):** This course gives students the opportunity to apply what they have covered in their study into a real-world problem of their choice. Students choose a topic of their project aligned with their specialization track, and under the guidance of their supervisor, they will apply the skills, tools and techniques they have learned in solving the problem they identified.

## **5.9. Water Sustainability and Security Track Courses**

**MS 760 Transboundary Water Management and its Challenges (3 credits):** This course is designed to explore the complex and critical field of transboundary water

management, and the challenges and opportunities associated with managing shared water resources. The course will examine the principles and practices of transboundary water management, and the ways in which different actors can work together to promote sustainable and equitable water management.

**MS 761 Water Economics (3 credits):** This course examines the economic dimensions of water sustainability and security. Students will learn about water pricing, water markets, and water governance. The course will also cover the challenges of valuing water and promoting sustainable water use.

**MS 762 Geo and Hydro politics of Water Management (3 credits):** This course is designed to explore the complex and critical field of geo and hydro politics of water management, and the challenges and opportunities associated with managing shared water resources. The course will examine the political, economic, and social dimensions of water management, and the ways in which different actors can work together to promote sustainable and equitable water management.

**MS 763 Integrated Water Resource Management (3 credits):** This course covers the principles and practices of integrated water resources management. Students will learn about the multidisciplinary approach to water management, which integrates social, economic, and environmental considerations. The course will also cover the challenges of implementing integrated water resources management in practice.

**MS 764 Water and Climate Change (3 credits):** This course examines the impacts of climate change on water resources. Students will learn about the effects of changing precipitation patterns, rising temperatures, and sea level rise on water availability and quality. The course will also cover adaptation strategies to address the impacts of climate change on water resources.

**MS 779 Capstone in Water Sustainability and Security (4 credits):** This course gives students the opportunity to apply what they have covered in their study into a real-world problem of their choice. Students choose a topic of their project aligned with their specialization track, and under the guidance of their supervisor, they will apply the skills, tools and techniques they have learned in solving the problem they identified.

## 5.10. MS Academic Degree Requirements

Students must be formally accepted into the MS program and meet all graduation criteria outlined in this Catalog. Matriculated students must successfully complete the total of 34 credit hours listed above and maintain a 3.0 grade point average to graduate. If the student falls below a 3.0 grade point average, the student will be required to re-take the most

recent courses and to pay additional tuition. Under such circumstances, the most recent grades achieved are counted toward the cumulative GPA. Students may repeat each course only once. Students who have not been able to raise their grade point average to at least a 3.0 after re-taking a course will be dismissed from the program. Graduation is not automatic upon completion of requirements. All students are required to complete and submit an Application to Graduate to the President, along with the requisite fees.

## **6. TECHNOLOGY REQUIREMENTS**

### **6.1. General Information**

FUSE students are expected to have reliable access to a computer with a broadband internet connection for viewing video streamed lectures and interacting with instructors. Software requirements should include Microsoft Office Suite or compatible software. Students in some classes also may be required to purchase and/or load additional software onto their computers at their own expense. Administrative computer access is necessary. Students planning to use a computer at work should be aware that firewalls and other security features may prevent the downloading of required applications.

### **6.2. Distance Learning**

Distance learning has allowed FUSE to eliminate geographic barriers for students. Classes are digitally captured and uploaded on our FUSE's learning management system. FUSE's distance learning format enables students to "attend" classes from home, work, a vacation spot, the airport, or any other location having an adequately equipped computer and internet access.

### **6.3. Distance Learning Delivery Methods**

The learning-teaching process in FUSE's programs includes, but is not limited to, the following.

- Online video streaming
- Internet/Web
- FUSE's Learning Management System
- Computer conferencing

Students must have access to a universal media player for viewing class lectures in online video streaming formats. Programs must be compatible with FUSE's Online Learning

Management System. A stable broadband internet connection and webcam are required for live student-instructor interactions and test administration.

## **6.4. Computer System Requirements (Windows only)**

A recent version of Firefox™ or Microsoft Internet Explorer™ or Google Chrome™ Adobe® Flash® Player (A free version of Adobe® Flash® Player is available from [get.adobe.com](http://get.adobe.com)). Minimum System Requirements for Windows

- 1.4 GHz or faster processor
- 1 GB of RAM for Windows 7 and up
- 1GB available disk space
- Adobe Flash Player 9 or later

Recommended System Requirements for Windows

- 2.4 GHz Dual Core processor or greater for simultaneous record/playback features
- 2 GB of RAM
- 4GB available disk space
- 128 MB Video Card
- 1280x720 (720p) or larger display
- High-speed Internet connection (audio/video)
- Full Duplex sound card and speakers
- Windows Media Player 10.0 or later
- QuickTime 7.5 or later

## **7. ACADEMIC CALENDAR**

FUSE admits students twice a year at the start of the fall and Spring semesters. A student begins his/her eighteen-month sequence on the date indicated in his/her enrollment agreement. Once started, our integrated, applied program runs on a sequential semester basis. Each of the courses completed during a term will result in a grade. The cumulative results of these grades, weighted by credit hours, represent the overall GPA.

## **8. ADMISSION POLICIES**

### **8.1. General Information**

FUSE has a rolling admission policy. Admission is the process by which a student submits a completed application, sends official transcripts and other documents, and fulfills all admission requirements. In most cases, an interview with FUSE administrators will also be required. Admission into a specific graduate degree program occurs when the application process is complete, and the Admissions Committee determines that the applicant possesses the skills and abilities necessary to succeed in FUSE's academically rigorous program. Meeting all minimum admission requirements does not guarantee acceptance into a program. After being granted program admission, the student may then proceed to register for and take classes. FUSE is dedicated to assisting you through the process quickly and efficiently and is there to answer questions during the enrollment process. Applicants can telephone the Admissions Office at (561) 440-0253 or contact us at [admission@FUSE.education](mailto:admission@FUSE.education).

## **8.2. Application for Admission**

Submitting FUSE's application requirements can be done in three simple steps:

1. Submit a completed Admission Application online
2. Pay the \$50 non-refundable application fee (If required)
3. Request all required materials to be sent directly to FUSE's Admissions Office

Necessary supporting documents must originate from the appropriate source and may be submitted by U.S. mail or email. Please note that academic tests (i.e. GMAT or entrance exam) might be required by the Admissions Committee, if the applicant's academic transcript does not clearly demonstrate that the applicant has the skills needed to successfully complete the program chosen. The Admissions Committee will not review an admission file until it contains all required materials.

## **8.3. Minimum Academic Admission Requirements**

No one is admitted to a FUSE Graduate Program without a Bachelor's degree from an accredited U.S. university/college or its international equivalent. Admission is open to students holding bachelor's degrees in any major. However, a careful review of each applicant's credentials will be conducted in order to ensure the potential for success in the program chosen.

MSIT program applicants should possess strong foundations in mathematics and analytics, as these are the prerequisite to succeed in the information technology field. For admission into the MBV program, applicants should possess strong foundations in business mathematics and quantitative analysis, as these are the prerequisite technical skills needed to succeed in financial analysis and business valuation. The additional math requirements

for entry into the MBV program are as follows: The requisite math background includes at least one semester of calculus and one semester of statistics. The suggested additional math foundation includes working knowledge of Excel modeling, one semester of economics, one semester of matrix algebra, and familiarity with computer programming.

With this in mind, applicants who are not admitted into either the MSIT program or MBV program due to insufficient math preparation may be provided an opportunity for conditional admission, meaning that, upon successful completion of the recommended prerequisite courses, the applicant will be admitted.

Regular admission requires an individual to possess, at a minimum, the following:

1. An undergraduate GPA of at least a 3.0 on a 4.0 grading system for the MBV or MSIT, or an undergraduate GPA of at least a 2.5 on a 4.0 grading system for the MPM, or the international equivalency (including the math prerequisites).
2. Those candidates not meeting the minimum GPA requirement must submit the results of either the Graduate Management Admissions Test (GMAT) or the Graduate Record Examination (GRE) taken within the last five years, or complete a FUSE entrance exam, to be considered for admission.
3. Although not required, the following candidates also should submit a curriculum vitae:
  - MSIT program applicants with mathematics and/or analytics experience beyond their degree.
  - Those candidates not meeting the prerequisite bachelor's degree math requirement for the MBV with experience demonstrating recognized competency in the business valuation profession.
  - Candidates with management or project management experience applying for the MPM.
4. Exceptions to these requirements may be made in cases where the applicant has passed an advanced business exam to earn a designation, such as the CFA or CPA (for the MBV), CISCO's CCNA, CCDP, CCNP, or CCIE (for the MSIT), or PMP (for the MPM).

## 8.4. Transcripts

All students applying for admission must submit an official bachelor's or master's degree transcript. An "official transcript" is an unopened, original transcript that is mailed, faxed, or emailed directly from the previous college to FUSE. International students may be required at their own expense also to submit a credential evaluation. The evaluating body must be a member of the National Association of Credential Evaluation Services (NACES).

## 8.5. Admission Process

### *Domestic Applicants*

- ✓ Application for Admission

Complete online application and pay the non-refundable \$50 application fee (if required).

- ✓ Official Transcripts

Request all official transcripts to be sent directly from previous college/university to FUSE Admissions Office.

- ✓ Letters of Recommendation

Submit two letters of recommendation from academic and/or employment sources.

NOTE: The GMAT or the GRE is NOT required, unless an applicant is unable to meet the GPA minimum requirements. The curriculum vitae is not required, unless the applicant has not met the prerequisite math requirements for the MBV. Exceptions to these requirements may be made in cases where the applicant has passed an advanced business exam to earn a designation, such as the CFA or CPA (for the MBV), CISCO's CCNA, CCDP, CCNP, or CCIE (for the MSIT), or PMP (for the MPM).

### *International Applicants*

- ✓ Application for Admission

Complete online application and pay the non-refundable \$50 application fee (if required).

- ✓ Credential Evaluation

A transcription and Course-By-Course credential evaluation of undergraduate transcripts is required for admission. A Course-By-Course evaluation identifies and describes each credential in terms of its principal elements: name of credential, requirements for entry and program length, and expresses an equivalency in terms of U.S. education. The fee for this service will be at the expense of the student. We only accept professional transcriptions and evaluations from companies that are recognized by the National Association of Credential Evaluation Services (NACES).



- ✓ Passport

All application packets should contain a copy of your passport.

- ✓ TOEFL

Applicants whose native language is not English and who have not earned a Bachelor's degree from a U.S. institution or taught completely in English are required to take the Test of English as a Foreign Language (TOEFL). Please have official scores sent directly to FUSE, 20283 State Road 7, Suite 400, Boca Raton, FL 33498. Our minimum TOEFL score requirements are: Paper-based: 600, Internet-based: 100.

- ✓ Official Transcripts

Request all official transcripts to be sent directly from previous college/university to FUSE Admissions Office.

- ✓ Letters of Recommendation

Submit two letters of recommendation from academic and/or employment sources.

NOTE: The GMAT or the GRE is NOT required, unless an applicant is unable to meet the GPA minimum requirements. The curriculum vitae is not required, unless the applicant has not met the prerequisite math requirements for the MBV. Exceptions to these requirements and to the TOEFL may be made in cases where the applicant has passed an advanced business exam in English to earn a designation, such as the CFA or CPA (for the MBV), CISCO's CCNA, CCDP, CCNP, or CCIE (for the MSIT), or PMP (for the MPM).

## 8.6. Notification of Admission

Applicants will be notified by email of the Admission Committee's decision. Once all materials are received at FUSE, please allow approximately four weeks for the processing of your application and to receive notification.

## 8.7. Admissions Office Contact Information

Florida University Southeast Admissions Office  
1375 Gateway Blvd, Boynton Beach, FL 33426

Phone:  
E-mail: [admission@FUSE.education](mailto:admission@FUSE.education)

(561)

440-0253

## **9. SELF-DIRECTED LEARNER ACCOUNTABILITY STATEMENT**

Students enrolled in FUSE's MBV program or MPM program are expected to complete a significant portion of their coursework independent of direct faculty supervision. Due to the nature of on-line graduate studies, the instructor's role will be that of a facilitator and guide. In that role, the instructor will provide the student with guidelines and learning activities, and will offer feedback and evaluation as the student proceeds with the course.

Attendance for a given week is based on the student's engagement in an academically related activity that can be documented. The following are academically related activities for the purposes of attendance:

- Meaningful participation in an online discussion.
- Quizzes, tests, assignment submissions, and other work that is graded by the instructor.
- Student-initiated contact with a faculty member to ask a course-related question via email, video conferencing, or chat.

Attendance in the FUSE online classroom is collected in weekly cycles. For administrative purposes, the date that attendance is recorded for is the Sunday of each week, regardless of the day of the week on which the semester starts. If a week spans over two months, the attendance for that week will be reported as a part of the later month. A weekly unit in FUSE Online Education consist of activities

that students are engaged in from a Monday through the following Sunday. The last day of attendance of an online class is defined as the last day in which the student was engaged in an academically related activity that can be documented. Absences from online engagement will result in grades of zero (0) for all assignments due and not submitted timely, including discussion-based activities.

Success depends upon the individual student's motivation and ability to undertake independent study. Experience has shown that some students fail to realize the degree of effort and time that is required to successfully complete a graduate degree program. Based upon the foregoing, FUSE requests that students carefully review the MBV and MPM degree requirements and course descriptions set forth herein prior to enrolling.

## **10. ACADEMIC REGULATIONS AND PROCEDURES**

### **10.1 Credit Hour**

The Curriculum for the MBV/MPM represents 34 Semester Credit Hours and can be completed in as little as 18 months. The Curriculum for the MSIT represents 33 Semester Credit Hours and can be completed in as little as 18 months. Students should expect to spend a total of approximately 15 hours in class and at least 20 hours out of class for each credit earned.

### **10.2. Course Numbering**

Courses are **numbered** in the following manner:

1. The prefix indicates the program: MBV for Master of Business Valuation; MPM is for Master of Project Management courses; MSIT is for Master of Science in Information Technology, and MS for master of Sustainability
2. The numbers indicate the level and type of the course. Those in the 500s are foundational courses, the 600s are core courses and the 700s are advanced or specialization courses. For those programs that have specialization tracks the courses in the 700s are grouped representing the different concentration tracks.

### **10.3. Academic Appeal Petitions**

A graduate student's cumulative GPA will be calculated upon completion of each term.

- A minimum of a 3.0 cumulative GPA is required to maintain graduate student status.
- In any term where the cumulative GPA drops below 3.0, the student automatically will be changed to academic provisional status and will be required to retake the term responsible for the decrease in GPA for an additional fee to remain in the MBV program.
- If a student wishes to appeal a change in status, an appeal should be filed in writing with the President.
- Provisional status is removed only when a graduate student's cumulative GPA equals or exceeds the minimum of 3.0 required to earn an MBV degree.

#### **10.4. Extension Appeal Petitions**

The MBV, MPM, MS, and MSIT are 18-month sequential programs consisting of 34 credit hours (33 for MSIT). All students are expected to complete the entire program within 18 months from their starting month. A petition for extension can be filed with the President requesting an extension of time to complete the program. These petitions will be granted for the purpose of enabling students to re-take a term. Decisions made by FUSE Administration regarding whether or not to approve the extension for reasons other than re-taking a term are final. Students not successfully completing the requirements for the MVB, MPM, or MSIT and not given an extension after 18 months from their starting month, as well as those students not successfully completing the degree requirements by the extension date, will be dismissed from the program.

#### **10.5. Readmission Appeals**

After dismissal from a FUSE program, students may appeal for readmission by submitting a written letter of appeal to the President. This letter of appeal for re-admittance must state the cause(s) of the student's academic problems, changes in the student's situation that may rectify those problems, and a proposed plan of action to ensure success in the program selected. Students may be readmitted on a probationary status for a one term sequence by the end of which the student must be in full compliance with the probationary plan approved by FUSE Administration. Students not successfully completing the degree requirements in full compliance with the approved probationary plan will be dismissed from the program. Decisions by FUSE Administration are final.

#### **10.6. Leaves of Absence and Program Withdrawals**

Students who intend to withdraw from their program, or to take a leave of absence, must notify the President in writing.

#### **10.7. Emergency Leave of Absence**

When circumstances occur whereby a student feels that completion of a term sequence is not possible or in the student's best interest, the student may request a non-punitive grade of W (Withdrawn) be issued by the President. A student who wishes to withdraw from a term must submit a written request and submit supporting documentation of the student's serious illness or the serious illness of an immediate family member requiring the student's care. Refunds or reduction of tuition will be made according to the policies below. In the alternative, students who are granted an approved Leave of Absence may opt to hold any balance in his/her account in abeyance for a period of up to one year from the date of issue. In such cases, the Leave of Absence will act as the equivalent of an approved extension

appeal and the student will be permitted to complete the chosen program, subject to the current requirements and upon payment of \$1,000 tuition to repeat the term sequence impacted by the withdrawal.

### **10.8. Withdrawal due to Military Call to Active Duty**

Students may withdraw from a program and receive a 100% tuition refund for the current semester upon presenting to the President the original Armed Forces orders for a US military call to active duty. Non-punitive grades of W will be issued for all coursework. In the alternative, students may be granted an approved Leave of Absence and may opt to hold any balance in his/her account in abeyance for a period of up to one year from the date of issue. In such cases, the Leave of Absence will act as the equivalent of an approved extension appeal and the student will be permitted to complete their program, subject to the current requirements and upon payment of \$1,000 tuition to repeat the term sequence impacted by the withdrawal.

## **11. ASSESSMENT POLICIES**

### **11.1. Basic Testing Requirements**

The testing of students' understanding of course material is an integral part and essential factor of any academic program. With this in mind, FUSE diligently operates to promote honesty, integrity, and fairness in all testing procedures. The following testing guidelines are intended to reflect positively on the institution, enhance the stature and visibility of the institution in the community and worldwide, increase enrollment by providing quality testing to potential students, and enhance the institution's mission and standards.

Testing options will include proctored examinations. Except for the portfolio requirements, the particular format of testing will be at the discretion of the topic instructor, based on the differing course requirements and circumstances. However, all assessments will follow the prescribed grading system described below.

### **11.2. Proctored Examinations**

Due to the high standards required by FUSE and the various valuation certification organizations, each semester students will complete at least one timed, proctored examination. This proctoring is also mandated by IACVS and ISBA in order to grant the ICVS and BCA credentials respectively. These proctored exams may require students to be monitored via webcam or may necessitate scheduling times to take the tests under the supervision of a local proctor. The tests will be timed to ensure fairness to all students. However, the specific exam format and the access to materials will depend upon the discretion of the instructors.

### 11.3. Capstones

As part of the MBV graduation requirements, four major valuation reports will be completed by the students and will combine into a portfolio of student performance. Each report will be more complex than the previous. Nevertheless, FUSE will require all reports to be of utmost quality and they will be separately assessed. These reports may be reviewed by not only the course instructor(s) but by leading practitioners, such as graders of the ISBA BCA and IACVS ICVS credentials, to ensure professional quality standards are being applied. Both MPM and MSIT graduates complete a Capstone Project. This unique, integrated, applied approach will demonstrate to the faculty, and to future employers, the skill sets that each student has acquired.

### 11.4. Grading System

Each of the courses completed during a term will result in a grade. The cumulative results of these grades, weighted by credit hours, represent the overall GPA. Course and portfolio report grades will be available after each term via FUSE's Learning Management System. Federal law prohibits communication of grades by telephone. Students may access their grade report and/or print a grade report by logging on to the FUSE Learning Management System.

<b>Grade</b>	<b>Description</b>	<b>Points</b>
A	Outstanding	4.0
B+	Satisfactory	3.5
B	Satisfactory	3.0

C+	Less than satisfactory	2.5
C	Less than satisfactory	2.0
F	Fail	0.0
FN	Failure for non-attendance	0.0
I WF	Incomplete Withdrawal Failing	0.0 0.0
W	Withdrawn	N/A

## **12. STUDENT SERVICES**

### **12.1. Academic Advising**

Each student will be assigned a member of the faculty as an academic advisor upon commencing the chosen program of study. Academic advising represents a shared relationship between the student and his/her Academic Advisor and a process of continuous improvement, clarification, and evaluation with the aim of assisting the student in achieving his/her goals. An Academic Advisor will assist the students with any educational concerns. They will offer guidance and insight throughout the entire program. A student may be required to maintain additional contact with his/her Academic Advisor as a result of academic or disciplinary difficulty. In addition to this representative program, students are encouraged to communicate regularly with other faculty and administration members to discuss academic matters and to determine progress toward degree completion.

If a student wishes to change his/her advisor, the student will need to contact the President and the request will be approved. Due to our intimate size, we will work with students on a personal basis. Our team is committed to our students' success. This success is measured one student at a time and the founders of FUSE will be completely engaged in ensuring this vision.

FUSE is committed to meeting the needs of its students through appropriate and timely use of Academic Advisors, instructors, and faculty members, all of whom are charged with the responsibility of encouraging students to continue their programs until such time as they demonstrate an inability to adequately make satisfactory progress. Monitoring of student progress will be conducted routinely so that individual attention can be given to students at those times that satisfactory progress is not maintained. A student's Academic Advisor will coordinate with other faculty members and administrators for the purpose of assisting the student with his/her personal, academic, and career development related to the student's study with the FUSE. The services can be rendered through emails, the internet, phone, fax or in person in Boca Raton, Florida. Please contact the President at(561) 440-0253 for additional information.

## **12.2. Student Assessment Services**

FUSE provides student assessment services which are consistent with our grading policies as stated in this Catalog. FUSE is committed to providing students with accurate, fair, and consistently graded assessments of their progress in their course of study, including the assignment of an Academic Advisor and, as necessary, academic counseling by faculty members.

## **12.3. Career Services**

FUSE has strong relationships with several valuation membership organizations, as well as executives in the field of project management, which will translate into opportunities for our graduates. A student's Academic Advisor, as well as other faculty members, and the President, will facilitate potential career contacts. Please note that, although FUSE will assist with placement, it does not guarantee employment.

## **12.4. Library Services**

### **Gale Cengage:**

Business				Collection
Business	and	Economic	Theory	Collection
InfoTrac		Business		Collection



The		Economist		Archive
Business		Insights:		Global
Career				Transitions
Small		Business		Collection
Small		Resource		Center
Business		Insights:		Essentials
General				OneFile
Student	Resources		in	Context
RDS		Business		Suite
RDS	Business		&	Industry
RDS	Business		&	Management
RDS Tablebase				

### **Statista Databases**

### **Skillsoft Books**

### **IEEE Wiley eBook Front list**

### **Thomson Reuters: Checkpoint (online)**

PPC's Guide to Business Valuations (MBV students only)

### **Resources Provided by ISBA**

BizComps

Quick Start Training programs

Access to an online Document Vault which contains: 1) IRS Revenue Rulings, 2) Uniform Standards of Professional Appraisal Practice, 3) Cost of Capital Tools, 4) Duff and Phelps Valuation Insights and 5) additional training materials

### **Resources Provided by IACVS:**

ICVS

Training

Materials

Duff and Phelps Valuation Insights BVR News

### **Project Management Institute (PMI) Publications:**

FUSE pays student membership to the Project Management Institute for all MPM students. This membership allows students to get access to various resources including peer-reviewed journals (Project Management Journal), trends, lessons learned, and industry

standards.

### **Project Management Body of Knowledge (PMBOK) 7th Edition**

FUSE provides each MPM student with online access.

### **Scaled Agile Framework for Enterprise (SAFe)**

Agile Project Management and System Development publications. FUSE provides online access to each IT Track MPM student.

### **Construction Management Association of America (CMAA) publications and standards**

FUSE provides online access for each Construction track MPM student.

## **12.5. Technical Support**

Technical support is available for our Learning Management System. Telephone support is available from 9:00 AM-5:00 PM Eastern and calls outside of normal support hours generally will be returned within 24 hours. Technical support outside of normal support hours can still be provided during evenings and weekends, if a set time and date are mutually agreed upon.

Account, login, and Technical issues:  
[support@myfuse1.education](mailto:support@myfuse1.education)

Tel: 561-440-0253

## **13. TUITION AND FEES**

### **13.1. General Information**

Tuition for the MBV, MSIT, or MPM program is \$22,000. Tuition is paid in 3 installments. \$9,000 is due for the first semester at the time of initial registration. The second instalment of \$8,000 is due upon registering for the second semester and the balance of \$5,000 is due upon registering for the third semester. Textbooks are not included in the tuition costs of any program and must be purchased separately by the student.

### **13.2. Tuition Payment Policies and Deadlines**

Full payment of each installment is due 10 days prior to the beginning of the semester.

FUSE accepts credit card payments (processing fee added), personal checks drawn on a US bank account, money orders (bank drafts), wire transfers, and cash. Special payment arrangements can be approved by the President.

Payments by check for online registration must be received by the due date in order to keep student's registration active. Checks should be made payable to "Florida University Southeast". Foreign currency checks are not accepted. If Student does not have a U. S. bank account, payment must be made in the form of a wire transfer, credit card, or money order, and payment must be in U.S. Dollars. FUSE accepts all major credit cards, however a processing fee of 2.75% will be applied to all credit card payments. Payments made by check, money order, or credit card, are final and may not be replaced by any type of tuition assistance.

FUSE does not currently have a payment plan for students; however, special arrangements can be made by the President. FUSE does not offer any financial assistance.

### **13.3. Repetition of a Course**

A student may be mandated to repeat a course because of unsatisfactory academic progress. If such is the case, the student will be required to pay an additional tuition fee of \$1,000.00 per repeated class. This tuition fee is nonrefundable.

### **13.4. Cost of Required Books and Supplies**

FUSE will try to minimize the cost of books by suggesting the purchase of electronic textbooks (e-texts) and other learning resources that are free. FUSE, via its instructors, may also recommend additional textbooks which might not come in e-text format. FUSE does not purchase textbooks from the sellers. It is the responsibility of the student to purchase the textbooks but FUSE will have its instructors provide their list of books as soon as possible, so students can obtain the books well in advance of class and seek the best pricing. Please see the Graduate Catalog for the list of other required equipment and supplies, including computer equipment and software, to be purchased by the student.

### **13.5. Business Related Fees**

Fees are due when incurred.

- Application Fee (non-refundable): Up to \$50
- NSF Check Processing Fee: \$50
- Transcript Fees: First one free, additional ones \$10 each
- Late Payment Fee: \$50
- Graduation/Portfolio Fee: \$500

- Course Repeat Tuition (non-refundable): \$1000

### 13.6. Refund Policies

Students who withdraw from FUSE before the end of the first week of classes each semester will receive a full refund, less non-refundable fees, for that semester. After the end of the first week of each semester, refunds will depend upon the elapsed time since the student's Scheduled Semester Start Date. Any amounts determined to be owed FUSE as a result of these calculations are due in full on the effective date of the withdrawal. All monies, except the application fee (if required), will be fully refunded, if the application is not accepted or if the student cancels within three (3) business days after signing the enrollment agreement.

For students who withdraw after classes begin for each of the semesters, the following refund policies will apply:

- If a student withdraws during the first calendar week of classes and notifies the President in writing of his/her intent to withdraw, a full refund of tuition and fees will be made, except for non-refundable fees.
- If a student withdraws after the first week of classes, the College will refund tuition based upon a calculation of elapsed time from the student's Semester Start Date to the date of withdrawal.
  - If a student withdraws prior to completing 50% of the semester (the first term), 50% of the tuition for that semester will be refunded.
  - If a student withdraws after completing 50% of the semester (the first term), there will be no refund of tuition or fees for that semester.

Under exceptional circumstances, the President may approve an additional refund amount. However, no refunds will be given after the end of the first term of a semester, lacking a successful Tuition Appeal or absent one of the circumstances listed below.

Tuition and fees will be refunded in full for the current semester under the following circumstances:

- During the one week drop period
- Courses canceled by FUSE
- Involuntary call to US active military duty
- Documented death of the student

### 13.7. Determining Withdrawal Dates

Withdrawal dates are determined in two ways, either through student-initiated withdrawal or through FUSE administrative withdrawal. Student-initiated withdrawal occurs when the student notifies FUSE in writing of the intent to withdraw. Administrative withdrawal occurs when FUSE determines that the student is no longer enrolled based on a variety of reasons such as a student's lack of academic activity, failure to initiate a new topic, failure to communicate with the Academic Advisor or topic instructor, or failure to pay tuition.

### **13.8. Refunds**

Once eligibility for a refund is determined, the President calculates tuition charges and arranges refunds, as applicable. Funds reimbursed to the student are reimbursed within 30 days from the date of withdrawal via the original payment method; i.e., tuition paid by check is refunded via check, and tuition paid by credit card is refunded to the credit card used for payment. In the case of third-party funds such as from employers, FUSE will first verify with the original payer for the appropriate handling of the refund. The student is responsible for any portion of the tuition and fees owed after refunds are given to payers.

### **13.9. Tuition Appeal**

In the case of extenuating circumstances where a student is not entitled to a refund under the policies outlined above, the student may make an appeal for tuition considerations by submitting a written explanation of the circumstance that warrants an exception to the published refund policy. Extenuating circumstances might include incapacitating illness or injury. Credible supporting documentation to verify the circumstance is required. All appeals should be sent to the President.

### **13.10. Employer Assistance**

Many employers provide financial assistance for graduate study. Programs differ, so interested students should contact the appropriate office at their place of employment. Depending on company policy, FUSE may be able to bill the employer directly for tuition. Students whose tuition is to be billed to their employers must submit complete and proper authorization to FUSE. Students should apply for their employer tuition assistance as soon as possible. Any portion of tuition that will not be paid by the employer must be paid by the student. FUSE will hold the student responsible for payments not received from the employer.

### **13.11. Financial Aid Advisement**

While FUSE does not coordinate student financial aid, the President may be contacted to

provide guidance regarding where to garner private educational funding.

## **14. INSTITUTIONAL POLICIES**

### **14.1. Address, Phone, and Name Changes**

It is the student's responsibility to have a current mailing address, email address, and phone number on record with FUSE and to regularly check their email from FUSE. Important notifications and information are frequently sent via email. The name, phone number, email address, and mailing address used by FUSE for a student are taken from the application for admission. It is the student's responsibility to make FUSE aware of name, phone number, and address changes. Changes in name, addresses, and/or phone numbers should be made in writing by the student through the President. In addition, in order to process a name change, a copy of a government issued photo ID, such as a driver's license, passport, or a court order that reflects the new name, are necessary. Written requests must include the last four digits of the student's social security number (the passport number for international students) and a signature.

### **14.2. Student Records**

FUSE maintains permanent student records, including admission information, academic transcripts, and other relevant information. Current students may review the content of their files by notifying their Academic Advisor in writing. FUSE is committed to maintaining accurate student records, readily accessible to students or other persons authorized by law to review those records. These records will be maintained by FUSE for as long as they are needed or required by law to be maintained. Former students, please contact the President for information on the status of your student records.

### **14.3. Transcripts**

A student's official academic record is maintained by the President at FUSE and is normally reflected through a transcript. All requests for transcripts must be in writing and should include the student's full name (or name used while attending FUSE), the last four digits of the student's Social Security number (or passport number for international students), current daytime telephone number, email address, and signature to ensure proper identification of the records requested. The President will accept this written permission in

person, by fax (561) 477-0007, scan/email, or by US mail. There is no charge for the first transcript (additional ones are \$10 each). Official transcripts will not be issued to students who fail to meet their financial obligations or agreements with FUSE.

#### **14.4. Personal Conduct**

Students are expected to uphold a high level of integrity and to meet the highest standards of academic and professional conduct. Students are expected to do their own work on examinations, class preparation, and assignments, and to conduct themselves professionally when interacting with fellow students, faculty, and staff. Academic and/or professional misconduct, such as the use of profane and abusive language or dishonesty, is subject to disciplinary action.

FUSE reserves the discretionary right to dismiss any student from FUSE for unacceptable academic, personal, and/or professional behavior. However, the student has the right to appeal in writing to the President. Legal recourse after these appeals is through binding arbitration conducted by a member of the American Arbitration Association.

#### **14.5. Intellectual Property Rights**

The writings, projects, research papers, and other academic activities that are assigned by FUSE faculty to students and connected to any course or research project of FUSE, are the property of FUSE. They may be used by FUSE for educational, academic, or administrative purposes.

#### **14.6. Sexual Harassment Policy**

It is the policy of FUSE that no male or female member - students, faculty, administrators, or staff may sexually harass any other member of FUSE. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when any of the following occurs:

- Submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual's employment or education; or
- Submission to or rejection of such conduct by an individual is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
- Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating what a reasonable

person would sense is an intimidating, hostile, or offensive employment, educational, or living environment.

Examples of sexual harassment may include:

- Pressure for a dating, romantic, or intimate relationship
- Unwelcome touching, patting, or hugging
- Pressure for or forced sexual activity
- Unnecessary and unwelcome references to various parts of the body
- Belittling remarks about a person's gender or sexual orientation
- Inappropriate sexual innuendoes or humor
- Obscene gestures
- Offensive sexual graffiti, pictures, or posters
- E-mail and Internet use that violates this policy

### **14.7. Americans with Disability Act of 1990/Rehabilitation Act of 1973, Section 504I**

FUSE complies with Section 504 of the Rehabilitation Act of 1973 and with the Americans with Disabilities Act of 1950. FUSE prohibits discrimination on the basis of any disability. It requires that reasonable accommodations be provided to qualified students with documented disabilities in all programs and activities within the control of FUSE. Determination of reasonable accommodations and compliance with the ADA and Rehabilitation Act for students are managed by FUSE Administration and documented in the student's academic file. No students shall be discriminated against for seeking accommodation under this policy.

### **14.8. Family Education Rights and Privacy Act of 1974 (FERPA)**

The Family Education Rights and Privacy Act affords students certain rights with respect to their education, of which the detailed information is available from the President:

- The right to inspect and review the student education records within 45 days of the day the school receives a request.
- The rights to request the amendment of the education records that the student believes are inaccurate or misleading.
- The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.
- The right to file a complaint with the United States Department of Education concerning alleged failures by FUSE to comply with requirements of FERPA.



## 14.9. Honor Code

The purpose of the FUSE Honor Code is to promote individual responsibility, respect, and integrity among all members, faculty, students, and staff alike. Honor code violations will be handled by the Vice President with the student having the subsequent right to appeal to the President. The Honor code deals specifically with cheating, plagiarism, disrespect, lying, and stealing.

Cheating encompasses the willful giving or receiving of an unauthorized, unfair, dishonest, or unscrupulous advantage in academic work over other students. This may be accomplished by any means whatsoever, including but not limited to: fraud; deception; theft; having someone assist or take your exams or otherwise complete any assigned work; and the unauthorized use of study aids, memoranda, books, data, or other information.

Plagiarism encompasses using the exact words, opinions, ideas, or factual information from another person without giving that person credit. This includes all Internet sources. Writers must give credit through accepted documentation styles, such as parenthetical citation, footnotes, or endnotes; a simple listing of books and articles is not sufficient. Plagiarism is the equivalent of intellectual robbery and cannot be tolerated in an academic setting. There is often confusion regarding what should be cited. Some think that only direct quotations need to be credited.

While direct quotations do need citations, so do paraphrases and summaries of opinions or factual information formerly unknown to the writers or which the writers did not discover themselves. Exceptions include factual information which can be obtained from a variety of sources, the writers' own insights or findings from their own field research, and what has been termed common knowledge. What constitutes common knowledge can sometimes be precarious; what is common knowledge for one audience may not be so for another. In such situations, it is helpful, to keep the reader in mind and to think of citations as being "reader friendly." In other words, writers provide a citation for any piece of information that they think their readers might want to investigate further. Not only is this attitude considerate of readers, it will almost certainly ensure that writers will never be guilty of plagiarism.

Disrespect encompasses the use of rude, unpleasant, inappropriate, and/or unprofessional behavior. Students must hold themselves to the same level of decorum as is expected in a live classroom setting. Netiquette are rules we use to demonstrate respect for others and their opinions in an online learning environment. To avoid demonstrating disrespect, apply the following netiquette guidelines to your communications. Consider the privacy of others and ask for permission before forwarding someone's email messages to third parties.

Choose the right tone and select your wording thoughtfully. Avoid sarcasm and the inclusion of inappropriate materials in your emails and discussions. Be forgiving, but mention the statements of others you find offensive directly to the instructor; the person contributing might not have intended your interpretation. Think about the content of your message before contributing it to the group. Stick to the subject of the lesson.

Lying encompasses the willful and knowledgeable telling of an untruth, as well as any form of deceit or fraud in an oral or written statement relating to academic work. This includes, but is not limited to lying to administration and faculty members and falsifying any FUSE document or supporting document by mutilation, forgery, addition, or deletion.

Stealing encompasses taking or appropriating without the permission, and with the intent to keep or to make use of wrongfully, property belonging to FUSE or any property located on the FUSE website, Student Portal, or at the FUSE office. This includes misuse of FUSE computer resources or other FUSE equipment, as well as copyrighted materials purchased by FUSE.

FUSE students engaged in any of the above such acts are subject to immediate suspension and a subsequent hearing, which may lead to dismissal from the MBV program.

#### **14.10. Compliance with the FUSE Policies**

FUSE seeks resolution of all issues through the process of reason and expects all members of the FUSE community to be governed by this principle and all FUSE policies. However, should a student, faculty member, staff member, visitor, invited guest, or other licensee, while participating with FUSE, engage in any act which disrupts or interferes with the functioning of FUSE, or disturbs the academic processes, and ignores or refuses to comply with official directives to desist, FUSE may seek to impose necessary penalties as provided by law. Where circumstances require, FUSE may employ injunctive procedures or call upon civil authority to maintain order. FUSE students, faculty, or staff engaged in such acts are subject to immediate suspension and a subsequent hearing, which may lead to expulsion.

#### **14.11. Grievances**

FUSE students, faculty, and staff all have the right to grieve any and all of the above policies and consequent actions as cited. Complaints should be sent directly to the President. In the event complaints or appeals are not resolved, students may submit their grievance to the Commission for Independent Education. Contact information is as follows: Executive Director, Commission for Independent Education, Florida Department of Education, 325 W. Gaines St, Suite 1414, Tallahassee, Florida 32399-0400, Phone: (850) 245-3200, Fax: (850)

245-3233.

## **14.12. Catalog Use**

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Questions or comments regarding the Catalog or other FUSE policies, practices, and procedures may be referred to the FUSE's senior administrative staff listed below under Institutional Governance.

## **14.13. Course Evaluations**

Faculty members and administrative staff will routinely contact students, both during and at the conclusion of their studies, for the purpose of seeking evaluations of the instructional programs and instructional materials, as well as the delivery of instruction and other educational services of FUSE.

## **15. STATEMENT OF OWNERSHIP**

Florida University Southeast is a fictitious name registered to Florida Institute of Finance College, LLC.

## **16. INSTITUTIONAL GOVERNANCE**

### Advisory

J. Richard Claywell, CPA, ICVS, ABV, CBA, CM&AA, ASA, ABAR  
Senior Instructor, Member Board of Directors, and Director of Education, International Association of Certified Valuation Specialists (IACVS)

### Board

### Senior Administration

Heidi E. DiCicco, JD, MBA, PMP

### President

Dereje Tessema, PhD, PMP, PMI-ACP, CSM, CSP, CEA  
Vice president

## **17. FACULTY**

The FUSE Faculty listed below have been designated to teach the graduate courses for our programs.

Dereje Tessema, PhD, PMP, PMI-ACP, CSM, CSP, CEA

PhD, Applied Management and Decision Sciences, Walden University

MS, Information and Telecommunication Systems for Business, John Hopkins University MS,  
Engineering, University of Suderbury

BA, Alemaya University

Getaneh Bitew Fenta, PhD, MCSD, MCDBA, MCITP

PhD, Computer Engineering, Technical University of Berlin (TU)

MSc, Information Engineering, University of Dresden

Tefera Beyene, PhD, CPA

PhD, Applied Management and Decision Science (Accounting), Walden University

MBA, Accounting and Finance, Dominican University

BA, Addis Ababa University

Bryan Champion, EDD, BCC, CEIC  
EDD, Louisville Presbyterian  
MA, Education, Howard University  
MAEd, Educational Leadership, Howard University BA, Howard University

Solomon Negash, PhD, MBA, PMP  
PhD, Information Systems, Claremont Graduate University MBA, Pepperdine University  
MS, Mechanical Engineering, California State Polytech.  
MS, Management of Information Systems, Claremont Graduate University  
BS, Addis Ababa University

Seble Mengesha, PhD, PMP  
PhD, Wireless Communications, Technical University Berlin  
MS, Electrical Engineering, Addis Ababa University  
BS, Addis Ababa University

Moses Gitonga Mwenda, MBV, BCA, ICVS-A, CFA  
MBV, Florida Institute of Finance College  
BC, Finance, Catholic University of Eastern Africa

Hailie Yeshaneh, DIA, MS, PMP  
DIA, Information Assurance, University of Fairfax  
MS, Management Information Systems and Economics, University of Maryland University  
College

Yelemzewd Nigussie, PhD, MSC  
PhD, Economics, Wageningen University  
MSC, Environmental and Natural Resources Economics, Addis Ababa University  
BA, Addis Ababa University

Zelalem Chala, PhD  
PhD, Economics, Virginia Tech University  
MSc, Agricultural Economics, Oklahoma State University  
BS, Alemaya University

Habtamu Berhanu Abera, PhD  
PhD, Business Management, Osmania University, India MBA, Addis Ababa University  
BA, Accounting, Mekelle University

Heidi DiCicco, JD, MBA, PMP

JD, University of Florida MBA, Tulane University  
BA, Economics, Duke University

Ayenachew Aseffa, PhD, PMP  
PhD in higher education, Boston College  
Masters in Research and Innovation in Higher Education (MARIHE), University of Tampere  
& Danube University Krems  
Masters in Public Administration (MPA), Addis Ababa University  
BA in Business Management, Jimma University

## **18. CONTACT INFORMATION**

The information below provides contact information that you may need during your studies in the FUSE graduate program. While your primary source of information and guidance is your Academic Advisor, we invite you to contact the respective person(s) as required to address your questions or concerns.

Main Contact Information: Heidi DiCicco ([561\)440-0253/hdicicco@FIFC.college](tel:5614400253))