



Graduate Student Handbook  
2025-2026

## Table of Contents

<b>Program Contact Information and Services</b>	3
<i>College Locations &amp; Addresses</i>	
<i>College Labs &amp; Study/Group Space Locations Graduate</i>	
<i>Faculty &amp; Staff</i>	
<b>FSU Academic Graduate Policies</b>	13
<i>Professionalism and Zoom Etiquettes</i>	
<i>Required First Day Attendance Policy</i>	
<i>Student Course Load Transfer</i>	
<i>Credit</i>	
<i>Grade Appeals System Time</i>	
<i>Limit of Study Incomplete</i>	
<i>Grade Policy</i>	
<i>Continuous Enrollment &amp; Leave of Absence Drop/Add or</i>	
<i>Changes to Schedule</i>	
<i>Withdrawals from the University &amp; Medical Course Drop/Withdrawal</i>	
<b>Graduate Academic Retention</b>	19
<i>Academic Standing and Performance Standards</i>	
<i>Probation and Dismissal Procedures GPA</i>	
<i>Dismissals</i>	
<i>Readmission Procedures</i>	
<i>Program Termination</i>	
<b>Final Degree Clearance</b>	22
<i>Policy for Awarding Degrees</i>	
<i>Graduation Requirements</i>	
<i>Commencement Information Diplomas</i>	
<i>Transcripts</i>	
<b>Graduate Assistantship Guidelines</b>	25
<b>Textile and Apparel Entrepreneurship Master's Program Requirements</b>	27
<i>Course Requirements</i>	
<i>Program of Study</i>	
<b>Product Development Master's Program Requirements</b>	30
<i>Course Requirements</i>	
<i>Program of Study</i>	
<b>Hospitality Entrepreneurship Master's Program Requirements</b>	33
<i>Course Requirements</i>	
<i>Program of Study</i>	
<b>Social and Sustainable Enterprises Master's Program Requirements</b>	36
<i>Course Requirements</i>	
<i>Program of Study</i>	
<b>Creative Art Entrepreneurship Master's Program Requirements</b>	39
<i>Course Requirements</i>	
<i>Program of Study</i>	
<b>Course Catalog &amp; Course Descriptions for all Master's Programs</b>	42

**PROGRAM CONTACT INFORMATION AND SERVICES**

**College Locations & Addresses**



***Jim Moran College of Entrepreneurship,  
Campus Location***

Roderick K. Shaw Building (RSB)  
644 West Call Street  
Tallahassee, FL 32306-1115  
850.644.7158



***Jim Moran College of Entrepreneurship,  
Downtown Location***

Jim Moran Building (JMB)  
111 South Monroe Street  
Tallahassee, FL 32301-1110  
850.644.7158



***Dedman College of Hospitality***

University Center, Building B, 4th Floor (UCB)  
288 Champions Way, Tallahassee, FL 32306  
850.644.4787

## *College Labs & Study/Group Space Locations*

<b>LAB OR SPACE NAME</b>	<b>LOCATION</b>
BODY SCANNING LAB	142, Shaw Building (RSB)
DIGITAL TEXTILE PRINTING LAB	132, Shaw Building (RSB)
InNOEvation® Center for Student Engagement	226, Shaw Building (RSB)
GREENHOUSE INCUBATOR	2 <sup>nd</sup> Floor, Jim Moran Building (JMB)
OFFICE DEPOT LAB, COMPUTER LAB	3002, William Johnston Building (WJB),
COMPUTER AIDED DESIGN LAB	3007, William Johnston Building (WJB)
THERMANOLE COMFORT LAB®	1100, William Johnston Building (WJB)
TEXTILE TESTING LAB	3005/3006, William Johnston Building (WJB)
MARRIOTT CAREER AND PROFESSIONAL DEVELOPMENT CENTER	2200, University Center Building B (UCB)
DEDMAN COLLEGE OF HOSPITALITY COMPUTER LAB	2101, University Center Building B (UCB)
LEUNG FAMILY RESEARCH SUITE	4118, University Center Building B (UCB)

## Graduate Faculty & Staff



**Name:** Dr. Susan Fiorito

**Title:** Dean of the Jim Moran College of Entrepreneurship

**Contact:** [sfiorito@jmc.fsu.edu](mailto:sfiorito@jmc.fsu.edu)



**Name:** Dr. Don Far

**Title:** Dean of the Dedman College of Hospitality

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**Name:** Eric Liguori

**Title:** Associate Dean of the Jim Moran College of Entrepreneurship, Full Professor of Entrepreneurship

**Email:** [eliguori@jmc.fsu.edu](mailto:eliguori@jmc.fsu.edu)

**Course(s):** ENT5936 Product Development Colloquium; ENT3513 Market Solutions to Social Problems (Undergraduate Course)

**Specialty areas:** Entrepreneurship and Entrepreneurship Education



**Name:** Jessica Ridgway Clayton

**Title:** Assistant Dean of the Jim Moran College of Entrepreneurship for Graduate Studies and Carol Avery Professor

**Contact:** [jridgway@jmc.fsu.edu](mailto:jridgway@jmc.fsu.edu)

**Course(s):** Retail Technologies

**Specialty areas:** Design with technology, body image, body scanning, and digital textile printing



**Name:** Juliana Binhote

**Title:** Assistant Professor

**Specialty areas:** Entrepreneurship, Family Business, and the Work-Life Interface, Creativity and Innovation, and Management and Organizational Behavior, International Business, Negotiation, Family Business, and Family Law.



**Name:** Matthew Carter

**Title:** Teaching Faculty I

**Email:** [mmcarter@fsu.edu](mailto:mmcarter@fsu.edu)

**Course(s):** Sustainable Value Chains in a Net Zero Carbon World

**Specialty Areas:** Agricultural commodity finance value chain, Business portfolio management, Meteorology, Carbon emissions markets, Weather derivatives



**Name:** Alex Chamberlin

**Title:** Adjunct Lecturer

**Email:** [achamberlin@jmc.fsu.edu](mailto:achamberlin@jmc.fsu.edu)

**Course(s):** Raising ESG and Impact Capital

**Specialty areas:** Impact Investing (US, French and Southeast Asian ecosystems), ESG and SRI Investing, Social Entrepreneurship, Circular Economy



**Name:** Tarik Dogru

**Title:** Assistant Professor

**Email:** [tdogru@dedman.fsu.edu](mailto:tdogru@dedman.fsu.edu)

**Course(s):** Finance and Accounting for Entrepreneurs

**Specialty areas:** Hospitality finance, corporate finance, behavioral finance, real estate investment, hotel investments, sharing economy, tourism economics, climate change, and block chain technology.



**Name:** Laura Dennis

**Title:** Adjunct Faculty

**Email:** [ldennis@law.fsu.edu](mailto:ldennis@law.fsu.edu)

**Course(s):** HMG5697 Managing Legal Risks of Hospitality Organizations

**Specialty Areas:** administrative law, corporate litigation, and civil litigation



**Name:** Ronald Frazier

**Title:** Teaching Faculty II

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**Course(s):** Product Development Analytics

**Specialty areas:** Emerging technologies, analytics and sales



**Name:** Blake Geoghagen

**Title:** Teaching Faculty I

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**Course(s):** Strategy Formulation; Human Resource Management for Entrepreneurs

**Specialty areas:** Corporate and e-business strategy, business architecture and transformation, mergers, acquisitions and divestitures, corporate governance, human resource management, organizational change and labor



**Name:** Tara Hackett

**Title:** Teaching Faculty I

**Email:** [tjhackett@jmc.fsu.edu](mailto:tjhackett@jmc.fsu.edu)

**Course(s):** Perspectives in Retail Entrepreneurship

**Specialty areas:** product development, Quality Assurance of Textiles and Retail Merchandising



**Name:** Darren Hoffman

**Title:** Teaching Faculty II

**Email:** [dphoffman@jmc.fsu.edu](mailto:dphoffman@jmc.fsu.edu)

**Course(s):** Creative Arts ENT Colloquium, Entrepreneurship as an Art Form, Storytelling and Cross Discipline Collaboration

**Specialty areas:** Film, Entrepreneurship, Creative Arts



**Name:** Erin Jones

**Title:** Graduate Program Coordinator

**Email:** [ejones@jmc.fsu.edu](mailto:ejones@jmc.fsu.edu)



**Name:** Eundeok Kim

**Title:** Professor

**Email:** [ekim@jmc.fsu.edu](mailto:ekim@jmc.fsu.edu)

**Course(s):** Sustainability and Human Rights in the Business World

**Specialty areas:** Product development and management, trend analysis and forecasting, sustainability and social responsibility, innovation and technology



**Name:** Woody Kim

**Title:** Dedman Professor of Hospitality Management, Director of International Center for Hospitality Research & Development and Director of Graduate Programs

**Email:** [wkim@dedman.fsu.edu](mailto:wkim@dedman.fsu.edu)

**Course(s):** Hospitality Financial Management; Hospitality Revenue Management

**Specialty areas:** Revenue management, pricing, brand management, customer relationship management, and hospitality finance.



**Name:** Lansing Lewis

**Title:** Teaching Faculty I

**Email:** [llewis@jmc.fsu.edu](mailto:llewis@jmc.fsu.edu)

**Course(s):** Product Design, Promotional Pricing & Implementation

**Specialty areas:** Product development, retail and business startup



**Name:** Nathaniel Line

**Title:** Cecil B. Day Distinguished Professor of Ethics

**Email:** [nline@dedman.fsu.edu](mailto:nline@dedman.fsu.edu)

**Course(s):** Marketing Strategy

**Specialty areas:** hospitality marketing, service management, and marketing strategy. Research areas are service marketing, consumer behavior, and destination marketing.



**Name:** LaDyra Lyte

**Title:** Costume Collection Curator

**Specialty areas:** fashion design, historic costume research, and museum curation, with a distinct focus on using fashion as a medium for innovation, activism, and cultural storytelling. garment construction, flat-patternmaking, draping, textile design, and digital apparel technologies, including proficiency in Adobe Creative Suite, Optitex, CLO3D, and Shima Seiki



**Name:** Srikant Manchiraju

**Title:** Assistant Professor

**Email:** [smanchiraju@jmc.fsu.edu](mailto:smanchiraju@jmc.fsu.edu)

**Course(s):** Consumers in a Complex Marketplace; Research Analysis in Clothing and Textiles

**Specialty areas:** Attitudes and beliefs, culture and ethnicity, emotion, mood, affect, evolution and genetics, internet and virtual psychology, life satisfaction, well-being, personality, individual differences, research methods, assessment



**Name:** Sean McGinley

**Title:** Assistant Professor

**Email:** [smcginley@dedman.fsu.edu](mailto:smcginley@dedman.fsu.edu)

**Course(s):** Management Ethics

**Specialty areas:** hospitality lodging management, ethics in management, sustainability management, career progression issues, and hiring and promotion decisions.



**Name:** Mark McNeese

**Title:** Teaching Faculty I

**Email:** [mmcneese@jmc.fsu.edu](mailto:mmcneese@jmc.fsu.edu)

**Course(s):** Systems Thinking: Solving Wicked Problems, Measuring Social Impact

**Specialty areas:** Social Entrepreneurship and Innovation



**Name:** Meredith McQuerry

**Title:** Associate Professor

**Email:** [mmcquerry@jmc.fsu.edu](mailto:mmcquerry@jmc.fsu.edu)

**Course(s):** Quality Assurance Assessment; Advancements in Textile Technology

**Specialty areas:** Quality assurance, product development, standardization, student engagement, and project management



**Name:** Changhyun Nam (Lyon)

**Title:** Assistant Professor

**Email:** [cnam@jmc.fsu.edu](mailto:cnam@jmc.fsu.edu)

**Course(s):** Designing and Developing Sustainable Products; Leveraging Technology to Achieve Social and Sustainable Goals

**Specialty areas:** Sustainability, consumer behavior, wearable products, social media, and product development



**Name:** Alishia Piotrowski

**Title:** Assistant Dean, Director of Marriott Career & Professional Development Center and Graduate Hospitality Internship Coordinator

**Email:** [apiotrowski@dedman.fsu.edu](mailto:apiotrowski@dedman.fsu.edu)

**Course(s):** Hospitality Colloquium, Graduate Hospitality Internship

**Specialty areas:** hospitality finance, leadership theory, and hospitality student professional development/career preparation



**Name:** Britain Dwyre Riley

**Title:** Teaching Faculty I, Director of EILC, Graduate Entrepreneurship Internship Coordinator

**Email:** [briley@jmc.fsu.edu](mailto:briley@jmc.fsu.edu)

**Course(s):** Graduate Entrepreneurship Internship

**Specialty areas:** Retail Management, Retail Merchandising, Inventory Analysis, Internship Acquisition and Professional Development



**Name:** Amy Springsteel

**Title:** Adjunct Lecturer

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**Course(s):** Corporate Intrapreneur

**Specialty areas:** ESG, sustainability and corporate responsibility



**Name:** Melvin

(Tommy) Stith **Title:**

Teaching Faculty I

**Email:**

[mstith@jmc.fsu.edu](mailto:mstith@jmc.fsu.edu)

**Course(s):** Intellectual Property for Entrepreneurs, Entertainment Law

**Specialty areas:** Insurance access, regulation and liability



**Name:** Susana C. Santos

**Title:** Associate Professor of Entrepreneurship

**Email:** [ssantos@jmc.fsu.edu](mailto:ssantos@jmc.fsu.edu)

**Course(s):** Foundations of Entrepreneurship and Leadership

**Specialty areas:** Entrepreneurship, Entrepreneurship under conditions of adversity, Entrepreneurship Education



**Name:** Abhinav Sharma

**Title:** Assistant Professor of the Dedman College of Hospitality

**Email:** [asharma5@fsu.edu](mailto:asharma5@fsu.edu)

**Course(s):** Lodging Management

**Specialty areas:** revenue management, tourism economics and technology, tourism and hospitality including revenue management, human resource management, information technology and social media



**Name:** Douglass Tatum

**Title:** Teaching Faculty I

**Email:** [dtatum@jmc.fsu.edu](mailto:dtatum@jmc.fsu.edu)

**Course(s):** Finance and Accounting for Entrepreneurs

**Specialty areas:** Capital markets, U.S. tax policy and corporate management

## FSU ACADEMIC GRADUATE POLICIES

### Professionalism

Graduate students represent Florida State University and are expected to conduct themselves in a professional manner. The following are guidelines for professional etiquette.

1. **Respect** departmental supplies and equipment.
2. **Meet classes and appointments as scheduled** and follow the advice given to you by your advisor and instructors. If unable to meet scheduled class or appointments, whether in-person or online, please be sure to contact your instructor or advisor.
3. **View your relationship with your professor as a professional one.** Addressing instructors properly is used to communicate respect for a person's position. The simplest way to do this is to address them as "Professor." If they have a Ph.D., you should call them "Dr.," but if you are unsure of the degree which they hold, address them as "Professor." Not all instructors have Ph.D.'s, but if they are teaching a graduate course they are inhabiting the role of professor and should be addressed as such, unless they have stated otherwise.
4. **Do not be late and show up prepared.** Graduate students are expected to arrive on time for class and stay the entire class period. Graduate students are also expected to read prior to class, prepare projects/presentations/assignments on time, and present in a professional manner.
5. **Be an active listener.** Be respectful of different points of views. Be calm and judicious in your responses. This includes yielding to other students and your professor during a discussion to allow all voices to be heard.
6. **Be professional in all situations.** Professionalism includes appropriate behavior in the classroom, online or in-person, regarding your physical actions. Disruptive behavior can result in being asked to leave the class. Never make negative comments about your peers, instructors or anyone else. Do not interrupt instructors, speakers, or peers when presentations and lectures are being given – be sure to raise your hand or wait until they have finished speaking.
7. **Respect your peers and other professionals in person and online.** Do not bully or disrespect others. If you are experiencing any problems, speak with a faculty member or advisor to work to resolve any issues.
8. **Dress appropriately** and always use appropriate language.

### Zoom Etiquette Tips

Remote lectures require 100% of your attention and focus. Follow these tips to help make the transition to online learning a success for all students and faculty.

1. **Be mindful of your location.** Avoid distracting backgrounds by attending your Zoom in a clean, well-lit, quiet location. Try using one of Zoom's virtual backgrounds if possible, but please don't change it during the lecture. Experiment with finding the perfect background and lighting prior to class time.
2. **Minimize distractions and focus on instruction.** Silence your phone and computer notifications. Turn off the TV and any music. Move your pets to another room. Let your roommates know when you are online and ask not to be disturbed. Although it's tempting, refrain from multitasking during the lecture.
3. **Remember to mute.** Even if you've found the perfect, quiet location, you never know when an unexpected noise will happen. Coughs, sneezes, sirens and barking dogs are inevitable. Mute yourself upon joining class. Utilize Zoom's chat function to send a question to the full group or your professor only. If your class involves a lot of discussion, switch your audio settings to "Push to Talk" to allow you to stay muted until you press the space bar to speak.
4. **Think about your actions on camera.** Remember everyone can see you so it's important to stay still and attentive. That big yawn, stretch or walk to the refrigerator are distracting to your professors and classmates. Your clothing should be appropriate. Dress as if you were attending class in-person. And don't use your class time as an opportunity to snack. You wouldn't munch through a bag of chips in the lecture hall, so don't eat through your Zoom lecture either. Be as courteous as possible to ensure a focused learning environment for all.
5. **To get started with Zoom,** visit <https://its.fsu.edu/zoom>

## **Fellowships, Assistantships, and Internships**

A comprehensive site for graduate funding opportunities is maintained by The Graduate School. The site includes information on university-wide fellowships and assistantships, as well as those administered by Florida State University schools, colleges and departments. Additional information is also provided on external funding opportunities and internships. <http://www.gradschool.fsu.edu/Funding-Awards>

## **Graduate Assistantships**

Graduate Assistants (GAs) are paid stipends and provided with tuition waivers. Waivers will range from 9- 12 credit hours. Students do not have to pay fees as the waiver only covers the matriculation fee. GAs must enroll in a minimum of nine hours of coursework each semester for their GA appointment. As mandated by the Collective Bargaining Agreement, all GAs must receive and sign a written annual employment evaluation. The evaluation of work performance will be performed by the faculty member to whom the GA is assigned. GAs are expected to coordinate directly with their supervisor regarding the duties and responsibilities of their assistantship. GAs receive a health insurance subsidy toward the purchase of the university-sponsored plan. The subsidy will be disbursed by semester (Fall/Spring/Summer) and arrives after the semester has started. Click here for more information.

## **Required First Day Attendance Policy**

University-wide policy requires all students to attend the first class meeting of all classes for which they are registered. Students who do not attend the first class meeting of a course for which they are registered will be dropped from the course by the academic department that offers the course. This policy applies to all levels of courses and to all campuses and study centers. It remains the student's responsibility to verify course drops and check that fees are adjusted. Please refer to 'Class Attendance' below for additional information.

**Note:** Students who have received some or all of their financial aid prior to the end of drop/add for a term, may be subject to repayment of financial aid if there is a change in their financial aid eligibility. Examples of this may include, but are not limited to, reduction of course load below required levels, cancellation of schedule, failure to meet satisfactory academic progress requirements, and other conditions required to maintain financial aid eligibility.

## **Student Course Load**

Recipients of stipends from the University, whether holders of fellowships or assistantships, must be full-time students as defined below. Non-degree seeking students are not required to obtain underload permission.

The University reserves the right to determine full-time status based on course and/or research load and stage of degree completion.

The standard full-time load for graduate students for certification purposes is twelve credit hours per semester, unless otherwise noted. For graduate students receiving a university or externally-funded fellowship, twelve credit hours per semester constitutes a full-time load. A student who wishes to register for fewer than twelve credit hours per semester must have written approval from his/her academic dean prior to registration. Included in the calculation of student load are credit hours of graduate credit other than formal coursework, e.g., credit hours in thesis or dissertation, in directed individual study, in supervised research, and in supervised teaching. Some departments may permit such students to enroll on a part-time basis. A student who wishes to register for fewer than twelve credit hours per semester must have written approval from his/her academic dean prior to

registration. For thesis-seeking master's students, after completion of the required coursework and six credit hours of thesis, master's students must be enrolled for a minimum of three credit hours per semester (of which at least two must be thesis hours) until completion of the degree. Doctoral students, after completion of the preliminary exam and twenty-four credit hours of dissertation, must be enrolled for a minimum of three credit hours per semester (of which at least two must be dissertation hours) until completion of the degree.

For graduate assistantship holders of a quarter-time or greater appointment, nine credit hours per semester is defined as a full-time load. Academic deans may grant exceptions to this policy for teaching assistants in those departments which conform to national course load policies in their disciplines.

To receive financial aid, all graduate students must be enrolled for at least six credit hours per semester.

The number of credit hours which a graduate student may carry without special permission is fifteen. A heavier load may be permitted by the student's academic dean.

For federal immigration reporting requirements, international (F-1 or J-1) students meet the full course of study requirement with enrollment of a minimum of nine credit hours in the Fall and Spring semesters, prior to completion of coursework. Departments may require additional enrollment, depending on department policy. After completion of required coursework, the standard university policy applies. An F-1 or J-1 student who wishes to reduce enrollment below the required levels must request permission, in advance, from an advisor at the Center for Global Engagement. For more information, visit <http://cge.fsu.edu>.

Only courses numbered 5000 and above are normally to be taken by graduate students. A graduate student's directive committee or department may, however, permit the student to take specified 4000 level courses in the degree program. Such 4000 level courses may be credited toward a graduate degree but cannot count in a student's minimum thirty total semester hours of graduate credit or graduate GPA.

### **Transfer Credit**

Transfer of graduate courses not counted toward a previous degree from another regionally accredited U.S. graduate school (or comparable international institution) is limited to six semester hours, and transfer of graduate courses not counted toward a previous degree within Florida State University is limited to twelve semester hours, except when the departmental course requirement exceeds the thirty-hour University-wide minimum requirement. In the latter case, additional transfer credit may be allowed to the extent of the additional required hours. In all cases, the majority of credit must be earned through Florida State University or its official consortia institutions. All transfer credit must: 1) be recommended by the major department; 2) be evaluated as graduate work by the Records Audit and Analysis in the Office of the University Registrar at Florida State University; and 3) have been completed with grades of 3.0 ("B") or better.

Grades earned at another institution cannot be used to improve a grade point average or eliminate a quality point deficiency at Florida State University.

The University does not accept experiential learning or award credit for experiential learning. Transfer credit based on experiential learning from another institution will not be accepted.

### **Grade Appeals System**

The purpose of the grade appeals system is to afford an opportunity for an undergraduate or graduate student to appeal a final course grade under certain circumstances. Faculty judgment of students' academic performance is inherent in the grading process and hence should not be overturned except when the student can show that the

grade awarded represents a gross violation of the instructor's own specified evaluation (grading) statement and therefore was awarded in an arbitrary, capricious, or discriminatory manner.

The evaluation (grading) statement utilized during the grade appeals process is the one contained in the instructor's syllabus at the beginning of the semester. This system does not apply to preliminary or comprehensive exams or to thesis or dissertation defenses; these issues are reviewed by the Student Academic Relations Committee via the Vice President for Faculty Development and Advancement.

The entire policy is found in the Academic Regulations and Procedures section of the Florida State University General Bulletin (<https://registrar.fsu.edu/bulletin/graduate/information/integrity/>).

### **Time Limit of Study**

The work for the master's degree must be completed within seven years from the time the student first registers for graduate credit. Any graduate work transferred from another institution must have commenced not more than seven years prior to completion of the degree for the credits to be applicable to the master's degree.

### **Incomplete Grade Policy**

Incomplete ("I") grades should be recorded only in exceptional cases when a student, who has completed a substantial portion of the course and who is otherwise passing, is unable to complete a well-defined portion of a course for reasons beyond the student's control. Students in these circumstances must petition the instructor and should be prepared to present documentation that substantiates their case. Incomplete grades should not be granted in order to allow students to do extra coursework in an effort to increase their grade.

Even under these circumstances, the authority for determining whether to grant an incomplete rests solely with the instructor. A graduate teaching assistant must have approval from a supervising faculty member to grant an incomplete. One exception to this guideline occurs when an incomplete is applied as a result of allegations of academic dishonesty that have not been resolved by the end of a semester.

Deans' offices can often provide guidance to instructors regarding the appropriateness of an incomplete grade in individual cases.

In order to assign an incomplete, an instructor is required to indicate on the grade roster the time frame for resolution of the grade and the default grade to be assigned if the student does not complete the remaining academic work. Some departments also require that an incomplete grade be documented with an "Incomplete Grade Agreement." It is the student's responsibility to complete the remaining academic work within the agreed-upon time frame.

Under University policy, an incomplete grade automatically reverts to the predetermined default grade at the end of the semester that has been specified by the faculty member as the time frame for resolution, unless one of two conditions is met:

1. Upon completion of the agreed-upon work, the instructor submits a grade-change form that replaces the "I" with the final grade for the course;
2. The instructor submits a separate "Incomplete Extension of Time" form to the Office of the University Registrar before the end of the semester in which the "I" is set to expire.

In cases where no default grade or instructor-determined expiration semester exists, incomplete grades will expire to an IE (Incomplete Expired) at the end of the next term of enrollment unless the instructor submits a grade change form prior to the official grade posting deadline. No grade changes will be made to default grades

or unresolved "I" grades after the degree has been granted. Thus, it is critical that an instructor work closely with the student and department staff regarding the clearance of an incomplete grade.

### **Continuous Enrollment**

Continuous enrollment at Florida State University is defined as enrollment without an interruption of two or more consecutive semesters (including Summer term). Credits earned at other institutions during any semester while not registered at Florida State University will not constitute continuous enrollment at the University. Graduate, law, and medical students who are not enrolled at the University for two or more consecutive semesters (or consecutive semester and Summer term), and who are not on approved leave of absence, must apply for readmission before resuming their studies.

### **Leave of Absence**

Under special circumstances, graduate students may apply for a leave of absence from the University for a specific period of up to three consecutive semesters (includes Summer term). The circumstances justifying a leave include, but are not limited to: personal or family medical conditions, call to active military duty, parental leave, death in immediate family, or completion of an off-campus internship. The student must provide appropriate documentation and a rationale for the leave request.

To apply for a leave of absence, a student must complete the Request for Leave of Absence Form at <http://gradschool.fsu.edu/> and submit it together with appropriate documentation to the major professor/advisor/Program Director. If the major professor/advisor/Program Director approves the application it should then be forwarded to the department head and subsequently to the college dean for consideration. If approved at all of these levels, the college dean should notify the Registrar and the Dean of the Graduate School of the decision. The college dean should also notify the student of the decision (approved or denied). The Registrar will place a notation on the student's record. A student who is denied a request for leave at any step may appeal the decision to the Dean of The Graduate School. Retroactive Leave of Absence Requests are not permissible.

An approved leave of absence preserves the student's academic status in his or her degree program, and the time off will not be counted against the time limits for awarding degrees. Consequently, registration is not required during the leave period and the student need not re-apply to the program to return to active status at the end of the approved leave period. A leave may be extended for additional consecutive semesters (includes Summer term). A student should apply for the leave extension no later than four weeks prior to the end of the final semester/term of his or her initial leave to allow time to consider and process the request. Extension of a leave is subject to approval of the program, college, and the Graduate School. The cumulative number of consecutive leave semesters (including summer term) shall not exceed six. The total consecutive or non-consecutive leave time a student is not registered in the program shall not exceed twenty-four months. At the conclusion of the approved leave, a student must enroll at Florida State University and return to active status no later than the start of the next academic semester.

Students cannot be on leave during their semester of graduation and must be registered for a minimum of two hours that semester.

A student on a leave of absence may terminate the leave at any time prior to the approved ending date. In such cases the student would be immediately subject to the continuous enrollment and registration policies. Students returning from a leave of absence of more than one year will be required to disclose any legal or campus disciplinary charges that arose during the leave and provide updated contact and mailing address, residency

documentation, and other biographical information as required by the University for reporting and processing purposes.

While on leave a student will not have access to campus facilities and personnel. This means a student will not have access to labs, libraries, and online resources that require an FSUID. Students on leave cannot remain in student housing. There is no guarantee that financial aid will be continued. Students with financial aid or student loans should confer with the Financial Aid Office and review their loan agreements prior to requesting a leave of absence to ascertain the consequences a leave will have on their loan status. University assistantship and fellowship support will be discontinued for the duration of the leave.

Programs are not obligated to reinstate funding support that was provided prior to the leave though they are encouraged to do so if funds are available. Students receiving external support e.g. an NSF Graduate Research Fellowship should check the terms of the award to determine the impact of being on leave. In-state residency status may be impacted if the student moves out of the State of Florida, and then returns to resume the degree program. Students should seek guidance from the Registrar on the potential impact on in-state residency. International students should check with the Center for Global Engagement to determine if a leave would adversely affect their visa status. Students should also consider other factors that might impact their circumstances upon their return to active status. For example, a major professor might depart the University, or under extreme circumstances a degree program might be suspended or terminated. The University has an obligation to provide a path to completion for enrolled students as well as students on a formally approved leave of absence.

Note: If allowed by the student's academic program and University policy, an alternative to taking an official leave could involve reducing the standard course load temporarily because of exceptional personal circumstances.

### **Drop/Add or Changes of Schedule**

During the first four days of classes, individual courses may be added, dropped, or sections of a course changed. Students are financially liable for all courses appearing on their schedule after the fourth day of classes. To add courses after the first four days of classes may require the academic dean's approval.

Courses dropped during this period do not appear on the student's transcript. Individual courses may be dropped through the seventh week of classes with the exception of courses involved in allegations of academic dishonesty; however, tuition charges remain. Approval by the student's academic dean is required to reduce the academic load below twelve semester hours or increase an academic load above fifteen semester hours (to a maximum of twenty-one semester hours). Dean's approval for an overload or underload must be submitted to the Office of the University Registrar. If the student is appointed as a graduate assistant or is supported on a fellowship, an underload request form must be completed and submitted to the Dean of The Graduate School for approval.

After the seventh week of classes, courses may be dropped only in exceptional circumstances. Approval is required by the advisor and the academic dean. Such courses will appear on the student's transcript with the notation "WD." Students who register for courses but who do not attend the classes will receive grades of "F" if the courses are not officially dropped.

Note: Students who have a bachelor's degree and return for a second bachelor's degree may petition for a late drop within the same semester timelines as noted above.

## **Withdrawals from the University**

All graduate, law, or medicine (MD degree) students who wish to leave the University after the close of the drop/add period for a term must formally withdraw. Dropping all classes does not constitute formal withdrawal. Students who do not attend classes and fail to withdraw will be assigned grades of “F” for each course. Withdrawals are initiated in the withdrawal services section of the Office of the Dean of Students.

Withdrawal requests are not automatically approved but must be requested. Withdrawals are initiated in the withdrawal services section of the Dean of Students department in the University Center. The statement “Withdrew from the University” will appear on the transcripts of students who properly withdraw within the first seven weeks of class. Under documented exceptional circumstances (beyond the student’s control), as determined by the appropriate academic dean, a student withdrawing from the University may receive “WD” grades in all courses taken that term.

Students who cancel their enrollment during the first four days of classes for a term are not held liable for tuition and registration fees. Those who have paid are eligible for a full refund. Students who withdraw after the first four days of classes but prior to the end of the fourth week of classes are eligible for a twenty-five percent refund of tuition and registration fees, less the building and capital improvement fees; this deadline is adjusted for shorter Summer terms. Students who withdraw after this deadline are fully liable for fees and are not eligible for a refund, except as provided in policies set forth by the State Board of Education and Florida State University. Students who receive Title IV funds and who decide to withdraw from the University may be required to repay some or all of the funds received. Students who are withdrawing and who have purchased the student health insurance through the University should contact the Health Compliance Office at University Health Services for information about their health insurance and whether they are eligible to cancel coverage.

A graduate, law, or medicine (MD degree) student wishing to reenter the University for the following two semesters after withdrawal must have the approval of their academic dean on the ‘Application for Withdrawal and Reentry’ form. For degree-seeking students wishing to reenter the University after two semesters, an application for readmission must be submitted to the Office of Admissions. Formal application must be made to the Office of Admissions by the published deadline. Students who left the University on dismissal must resolve that and be reinstated by the academic dean before any decision can be made on the readmission application. (Consult the “University Calendar” chapter of this Graduate Bulletin for specific application deadlines.)

International students who wish to withdraw must request and receive prior authorization from a Center for Global Engagement advisor.

For further information on refunds, see the ‘Refunds of Fees’ section in the “Financial Information” chapter of this Graduate Bulletin.

Student-athletes who wish to withdraw must receive prior authorization from Student-Athlete Academic Support.

Students who are withdrawing and who have purchased student health insurance through the University should contact the Health Compliance Office at University Health Services for information about their health insurance and whether they are eligible to retain coverage.

## **Medical Course Drop/Withdrawal**

Medical course drops are generally approved for unforeseeable illnesses or injuries that have interfered with the student’s ability to complete specific course(s). Similarly, medical withdrawals (all courses dropped) may be approved for acute, severe illnesses or injuries that incapacitate the student. Chronic conditions generally do not

qualify unless the student has been stable for a sustained length of time and then experiences an unexpected change in health status. Students with chronic or recurring health problems should consult with their clinicians and carefully assess a realistic class schedule based on their condition and their likelihood of relapses. Courses approved to be dropped or withdrawn under these circumstances may be noted on the transcript with “WD” grades.

Note: For information regarding medical course drops and medical withdrawals, visit <https://dsst.fsu.edu/withdrawal> or call the Office of Withdrawal Services at (850) 644-1741

## GRADUATE ACADEMIC RETENTION

### **Academic Standing and Performance Standards**

A graduate student is not eligible for conferral of a degree unless the cumulative grade point average is at least 3.0 in formal graduate courses (5000-level or above). 4000-level courses may be credited toward a graduate degree, but cannot count in a student’s minimum thirty total semester hours of graduate credit or graduate GPA. No course hours with a grade below “C–” will be credited on the graduate degree; all grades in graduate courses except those for which grades of “S” or “U” are given or those conferred under the provision for repeating a course will be included in computation of the average. All conditions of admission must be met; in addition, there are usually other departmental requirements which must be met.

The University reserves the right to exclude at any time a student whose conduct is deemed improper or prejudicial to the interest of the University community or whose academic performance is substandard, regardless of GPA.

A graduate student, excluding College of Law students and MD candidates in the College of Medicine, whose cumulative grade point average for graduate courses (5000 and above) taken at Florida State University falls below 3.0 at the end of a term (not counting courses for which “S” or “U” grades may be given) will be considered not in good standing by the University and will be placed on academic probation. If a 3.0 cumulative grade point average is not attained by the end of the next full term of enrollment, the student will be placed on academic dismissal. Academic dismissal constitutes a separation of the student from the University for academic reasons. Students on dismissal will not be permitted to register for graduate study, including registering as a non-degree student. However, at the time of dismissal, the major professor and/or department chair/director may petition the academic dean for consideration of special circumstances that the professor thinks constitute justification for an exception to this regulation, but under no circumstances will a student be allowed more than one additional term of probation after reinstatement. Owing to the differential uses of the designation, “academic probation” shall not appear on permanent records of regular graduate students. After one probationary period, however, a student whose average falls within the probationary range will receive automatic dismissal. Statuses of “academic warning,” “probation,” or “reinstated from dismissal” do not specifically prohibit a student from participating in extracurricular activities unless otherwise specified by University policy, rules, or by-laws governing the activity or organization. Consideration of the academic dismissal takes priority over any readmission application and must be resolved first. Students on dismissal are not eligible for readmission or the readmission appeal process unless they have first been reinstated by the academic dean. The academic dean is the final authority for reinstatement considerations.

Students pursuing multiple degrees under different careers (i.e., graduate and undergraduate simultaneously) are subject to the retention standards of the career associated with each degree. Dismissal from one career does not automatically constitute dismissal from the second career when those careers are different (undergraduate and graduate).

## Probation and Dismissal Procedures

The University reserves the right to exclude at any time a student whose conduct is deemed improper or prejudicial to the interest of the University community or whose academic performance is substandard, regardless of GPA.

A graduate student, excluding College of Law students and MD candidates in the College of Medicine, whose cumulative grade point average for graduate courses (5000 and above) taken at Florida State University falls below 3.0 at the end of a term (not counting courses for which “S” or “U” grades may be given) will be considered not in good standing by the University and will be placed on academic probation.

If a 3.0 cumulative grade point average is not attained by the end of the next full term of enrollment, the student will be placed on academic dismissal. Academic dismissal constitutes a separation of the student from the University for academic reasons. Students on dismissal will not be permitted to register for graduate study, including registering as a non-degree student. However, at the time of dismissal, the major professor and/or department chair/director may petition the academic dean for consideration of special circumstances that the professor thinks constitute justification for an exception to this regulation, but under no circumstances will a student be allowed more than one additional term of probation after reinstatement. Owing to the differential uses of the designation, “academic probation” shall not appear on permanent records of regular graduate students. After one probationary period, however, a student whose average falls within the probationary range will receive automatic dismissal. Statuses of “academic warning,” “probation,” or “reinstated from dismissal” do not specifically prohibit a student from participating in extracurricular activities unless otherwise specified by University policy, rules, or by-laws governing the activity or organization.

## GPA Dismissals

A graduate student whose cumulative GPA falls below 3.0 at the end of a term will be considered not in good standing by the University and will be placed on academic probation. If a 3.0 cumulative GPA is not attained by the end of the next term of enrollment, the student will be placed on academic dismissal.

Students on dismissal will not be permitted to register for graduate study. However, at the time of dismissal, the program director may petition the academic dean for consideration of special circumstances that will constitute justification for an exception to this regulation. Students who are subsequently reinstated for graduate enrollment are considered to be on “Dismissal Probation” and may have one term to increase their GPA to 3.0 or above. Under no circumstances will a student be allowed more than one additional term of probation after reinstatement.

## Review Process for GPA Dismissal

The review procedure will be initiated by the Assistant Dean for Graduate Programs at the end of each semester. The action taken will be based on the extent of the deficiency:

- 1. Dean’s Hold** – Once a student has been dismissed due to GPA deficiency, they will no longer be permitted to register for classes. In the event that the student is approved by the faculty director and Associate Dean for a one-time reinstatement, a Dean’s Hold will be placed upon their registration after the advisor has assisted them in enrolling for one last term (called the “dismissal probation term”.)
- 2. Dismissal Reinstatement Agreement** – Students who have been approved for a one-time reinstatement must sign the Dismissal Reinstatement Agreement that will be provided to them by their advisor. The form contains the courses the student will take in the subsequent term, as well as the grades that must be earned to remediate the GPA and be returned to good academic standing. Students whose GPA is still below 3.0 after the dismissal probation term are permanently dismissed from the university.

## **Readmission Procedures**

Consideration of the academic dismissal takes priority over any readmission application and must be resolved first. Students on dismissal are not eligible for readmission or the readmission appeal process unless they have first been reinstated by the academic dean. The academic dean is the final authority for reinstatement considerations.

If a student dismissed in accordance with the policy stated above wishes to apply for readmission to a program, the student should present to a written statement from the student explaining the circumstances which the student believes warrants readmission to the program, along with a request for reinstatement.

All requests for reinstatement after an academic dismissal at the graduate level must be approved by an academic dean. The request must come directly from the program director via email (copying the academic coordinator,) with a justification for why the reinstatement is warranted, what courses the student plans to take in the term subsequent to reinstatement, and what grades must be earned in those courses to bring the GPA up to the required 3.0 minimum. In the event that a student has already been dismissed and reinstated once, a second reinstatement will be approved only under extraordinary circumstances and with the permission of the academic dean. University policy prohibits readmission after two dismissals.

## **Program Termination**

Program terminations (dismissal for a reason other than GPA) are processed at the academic program/departmental level and may occur for a number of different reasons, including but not limited to:

- Inability to conduct research in a fashion appropriate with the accepted norms of a discipline,
- Inability to function within a team environment to the degree that it negatively affects the learning, practice and/or research of fellow graduate students,
- Demonstration of behavior that is not acceptable with the general community in which the student would be practicing should he or she graduate (typically clinical or school settings),
- Failure meeting one or more major milestone requirements.

### *Review Process for Program Termination*

Step 1: A graduate student is identified by his/her academic program/department as not making sufficient progress towards the degree, failing to complete the degree within the specified time-period, or whose academic performance is substandard, regardless of GPA.

Step 2: The graduate student meets with his/her major professor and/or program director to develop a remediation plan for the incomplete degree requirement or scholarly/behavioral objectives.

- The department will provide a written remediation plan or written academic “warning” to the student.
- The remediation plan/academic warning will be developed by the department/program for the individual student and documented accordingly.
- The academic dean, or appropriate designee, will also be notified of the situation, the deficiencies, and the remediation steps presented to the student.

Step 3: A written letter must be sent to the graduate student being dismissed which specifies the following information:

- The termination reasons,
- Benchmarks missed,
- The fact that an academic hold will be placed on registration on registration and effective date/semester,
- Dismissal from the program constitutes dismissal from the University,
- Any limitations on future enrollment in courses offered by the department/college, should the student reapply to the university in a different program

- Alternatives a student could request, e.g., graduating with a master's instead of Ph.D. (assuming coursework and degree requirements are met),
- Timeline to complete specific coursework, if any,
- Notification of the right to appeal and information about how to do so, and
- A deadline for any appeal submittal.

## **FINAL DEGREE CLEARANCE**

### **Policy for Awarding Degrees**

Florida State University helps students meet their academic goals by monitoring academic progress toward their degree. If a graduate student has completed their respective degree requirements, the academic dean of the student's program confirms this, and the student is eligible to be awarded the degree, the University reserves the right to award the degree. Once the degree is awarded, the student must be readmitted to Florida State University in order to enroll in any courses.

Graduate students pursuing dual degrees in different disciplines must obtain formal approval of their academic dean, following established University procedures for such approvals. The student's degree program, not the major, will appear on the diploma. A list of degree programs is available in the "Academic Degree and Certificate Programs" chapter of this Graduate Bulletin.

Should the University invoke its prerogative to award a degree once a student has completed all stated degree requirements, the student may appeal this decision. If the student can demonstrate that continued enrollment is necessary to achieve his or her academic goals, the appeal may be granted. Reasons such as, but not limited to, desire to continue financial aid, participate in student activities, and access student services do not constitute legitimate academic reasons for appeal. The student's transcript will reflect both the degree program and the major when degrees are posted.

Any graduate student who wishes to appeal for continued enrollment, thereby postponing graduation, must submit a written request to the student's academic dean no later than ten class days after being notified that the University is invoking its right to award the degree. This appeal will be reviewed by a committee composed of the student's primary academic dean, the Dean of The Graduate School, and the University Registrar. The committee must find evidence to support the student's claim of a legitimate academic need in order to grant permission to continue taking courses.

Once a degree has been awarded, all coursework leading to that degree is considered final and not subject to change. "Incomplete" grade changes or any other grade changes should be submitted prior to the posting of the degree. Grade changes or withdrawals for coursework that applies to the awarded degree may be considered only in cases of documented University error or in cases where the courses in question are documented as applying to a degree that is still in progress.

### **Graduation Requirements**

A student should apply for graduation online at <http://my.fsu.edu> (under the "Academics" tab) in the term that the student anticipates completing the degree. The application window is available in the academic calendar for the applicable term. If a candidate applied for graduation in a previous term but did not complete the degree, the application for graduation will be carried forward to the subsequent term.

A student's manuscript must be cleared in order to graduate; however, students also must meet departmental and University requirements before they can graduate. A manuscript is considered cleared if the Manuscript Clearance Advisor has approved the formatting of the manuscript AND all online forms have been completed in

the Manuscript Clearance Portal. Students should become familiar with the University's manuscript formatting and clearance requirements before writing their thesis, dissertation, or treatise. Manuscript Clearance Workshops are also held during each semester. Workshop dates are posted to the Thesis, Treatise, and Dissertation section of The Graduate School Web site, as well as to the University's calendar of events.

All theses, dissertations, and treatises must be electronically submitted to The Graduate School via the ProQuest ETD Administrator Web site; hard copies or submissions via e-mail or any other electronic method will not be accepted. Students should submit their manuscript to The Graduate School at the same time that the manuscript is submitted to the committee prior to the defense. This initial submission is reviewed by the Manuscript Clearance Advisor, who then provides the student with a reviewed, marked-up copy of the manuscript that shows formatting corrections to be made before submitting the post-defense version of the manuscript. After the defense, students submit the final content-approved version of their manuscript, incorporating changes requested by their committee as well as those requested by the Manuscript Clearance Advisor. Students not meeting these deadlines will be considered graduates of the following semester.

### **Commencement Information**

Graduation ceremonies are held in the Donald L. Tucker Civic Center located at 505 West Pensacola Street. To find more information on graduation ceremonies, visit the graduation information page: <https://registrar.fsu.edu/graduation/ceremony/>.

**NOTE:** Before degrees are awarded, your final semester grades must be recorded and records rechecked for total hours, quality points, and other degree requirements. PARTICIPATION IN GRADUATION EXERCISES IS NOT A GUARANTEE OF GRADUATION.

*Ceremony Etiquette.* The Commencement Ceremony is a most dignified event, whose traditions and regalia date from the thirteenth century. All participants are expected to exhibit courteous behavior and to observe the decorum merited by the occasion. Thank you for familiarizing yourself with the following notes on etiquette.

*Arrival.* Doors open one hour and fifteen minutes before the ceremony begins. Please arrive no later than thirty minutes before the ceremony begins. All graduates must present their Grad Pass and a photo ID to enter the Tucker Center.

*Seating.* You will receive your seat assignment upon arrival, and you may not walk around after you find your seat in the arena. Please reference the fall, spring, and summer seating charts for more information.

*Leaving.* You may not leave until the ceremony concludes. The ceremony will last approximately three hours. If you need to use the restroom, you must leave your cap on your chair before you will be permitted to leave the arena.

### **Diplomas**

After you're cleared by both your academic dean and the Registrar's Office, your diploma will be mailed to you. Please allow six to eight weeks after the semester ends for your diploma to arrive. If you have additional questions, please call (850) 644-1050.

### **Transcripts**

Transcripts may be requested in person, by mail or on the web. There is a \$10.00 charge for each transcript. Visit the Transcripts page for more information and instructions. Diplomas and transcripts will not be released until

the student has cleared all his/her financial obligations to the university (i.e., parking fines, library fines, etc.) Federal regulations require that all recipients of long-term loans participate in an Exit Interview Counseling Session upon graduating. To conduct your online interview, please go to [studentloans.gov](http://studentloans.gov) and click the Complete Exit Counseling link.

## **JMC GRADUATE ASSISTANTSHIP GUIDELINES**

### **Introduction**

The experience of being a graduate assistant (GA) at Florida State University (FSU) is challenging yet rewarding, as you have the opportunity to conduct research while also developing your own professional skills and preparing for future careers in and outside of academia. As a GA, you are given a wide variety of responsibilities and duties within your assistantship, so it is imperative that you learn how to balance your duties and your own educational responsibilities.

### **Selection Process**

Appointments are subject to enrollment, budget fluctuations, and the current needs of the college. Assistantships are designed to provide financial support as well as work experience to support your program of study. GAs are both students and employees at FSU.

Assistantships allocated by the Jim Moran College of Entrepreneurship are based on student-submitted applications and faculty matching. Applications are submitted as part of the student's application to the program. Faculty review all applications, conduct interviews, and select student candidates that they believe will be the best fit for their research program. Currently, all assistantships through JMC are research assistantships and are available to full-time, in-person students.

Students will receive an assistantship offer letter that will outline all important information regarding the terms of their assistantships, including start and end dates, waiver allocations (in-state versus out-of-state), and stipend amounts. Faculty supervisor information is also listed on your offer letter. Students should read their offer letters carefully and keep a copy on hand to reference.

### **Expectations**

Students should be proactive in reaching out to their faculty supervisor the week prior to their start date to set up a meeting and review the scope of work for their assistantship term. Students with assistantships are expected to be in Tallahassee on their start date.

Students should keep track of the hours they work each week and maintain a log documenting the hours spent on each task and the work completed. This is for the student's benefit. Faculty supervisors may not require the log to be submitted; however, it is recommended that students do this for their own records. If students do not have enough work to meet their required hours for the week, it is their responsibility to reach out to their supervisor and ask for additional tasks. All hours need to be completed during the student's assistantship term (i.e., Fall or Spring) and cannot be made up in subsequent terms.

All GAs will have different responsibilities and hours of work, which will be communicated by their faculty supervisor. Work hours and location should be agreed upon at the start of each semester. Generally, GAs should be available to complete their work during the regular work week (e.g. Monday-Friday, 8 am-5 pm), with flexibility in schedule dependent on the faculty advisor and the nature of their research. However, there are circumstances which evening and weekend work will be expected. Any changes in schedule or availability, should be communicated in writing and approved by the faculty supervisor two weeks prior to the schedule

change occurring. It is each student's responsibility to make sure they understand their supervisor's expectations and their role as a GA.

### **Research Ethics**

FSU has strict research policies and ethical guidelines that must be followed. Graduate Assistants are expected to also adhere to the expectations set forth by their supervisor in this regard. GAs should have an onboarding meeting with their advisor to discuss expectations surrounding data handling, confidentiality, authorship credit and acknowledgement considerations, as well as the use of AI and LLMs, etc.

### **Maintaining Your Assistantship**

1. Good academic standing and progress in your program of study. This means that your cumulative GPA needs to be 3.0 or above. If you are put on academic probation for falling below a 3.0, you will no longer be able to serve as a GA. This will also include a loss of your waiver dollars towards tuition and your stipend. Before you can be reinstated as a GA, you must earn a 3.0 minimum cumulative GPA.
2. Positive evaluations from your faculty supervisor. Evaluations are conducted at the end of each semester and will be reviewed by the Assistant Dean of Graduate Studies.
3. In situations where expectations (performance, availability, quality of work, etc.) are not being met during the semester, the Dean, in consultation with the faculty supervisor and Assistant Dean of Graduate Studies, reserves the right to reassign responsibilities or withdraw financial support for the position. In rare cases of inadequate performance, a GA's contract may be severed immediately.

### **Relationship of Graduate Assistant to Faculty Supervisor**

GAs should treat their relationship with their faculty supervisor as a professional one and should always maintain professionalism. The faculty supervisor should clearly outline their expectations and provide instructions for the work being performed. It is the GA's responsibility to ask for clarification on tasks they are assigned to ensure they can meet the requirements and expectations.

If any issues arise, GAs should first address the issue with their supervisor. If the issue cannot be resolved, students should contact the Assistant Dean of Graduate Studies.



Master of Science in Retail Entrepreneurship  
Textiles and Apparel Entrepreneurship

**Program Description:** The Master of Science in Retail Entrepreneurship with a major in Textile and Apparel Entrepreneurship program is designed to address the innovative approaches to textile testing and analysis, manufacturing, distribution, and product design and development while exploring new technologies and gaining a better understanding of the advancements in the current textile and apparel industry.

## TEXTILES AND APPAREL MASTER'S PROGRAM REQUIREMENTS

The MS in Retail Entrepreneurship in Textiles and Apparel Entrepreneurship (MS-TAE) degree requires 30 credit hours of coursework: 21 credit hours of core courses and 9 credit hours of electives. This program can be completed in one year (three semesters, including summer) if taken full-time. "S" or "U" grades cannot be accepted for any core curriculum.

### Course Requirements

#### ***Core Curriculum***

The current core curriculum (18 credit hours) required to be taken by all MS-TAE students includes the following:

- CTE5444 Quality Assurance Assessment (3 hrs)
- CTE5445 Advancements in Textile Technology (3 hrs)
- CTE5815 Retail Technologies (3 hrs)
- CTE5890 Perspectives in Retail Entrepreneurship (3 hrs)
- CTE5911 Research Analysis in Clothing and Textiles (3 hrs)
- ENT5216 Foundations of Entrepreneurship and Leadership (3 hrs)

#### ***Elective Curriculum***

Students are required to take 12 hours of elective coursework. Elective options include the following, but are not limited to:

- COA5400 Consumers in a Complex Marketplace (3 hrs)
- CTE5125 Design Thinking (3 hrs)
- CTE5435 Textiles for Interiors (3 hrs)
- CTE5471 Sustainability and Human Rights in the Business World (3 hrs)
- CTE5475 Designing and Developing Sustainable Accessory Products (3 hrs)
- CTE5906 Directed Individual Study (3 hrs)
- CTE5912 Supervised Research (3 hrs)
- CTE5935 Special Topics (3 hrs)
- ENT5608 Product Design (3 hrs)
- ENT5942 Graduate Internship (3 hrs)
- ENT 5901 Directed Individual Study (3 hrs)

#### ***International Experience Curriculum***

An international program (IP) experience is highly encouraged. The following IP opportunities are available throughout the year:

- Textiles and Apparel in Florence, Italy (3 hrs)
- Entrepreneurial Lodging in Florence, Italy (1 hr)
- Supply Chain in Panama City, Panama (1 hr)
- Hospitality Management in Valencia, Spain (1 hr)

**TEXTILES AND APPAREL ENTREPRENEURSHIP PROGRAM OF STUDY**

CORE MS-RE CLASS

ELECTIVE CLASSES (need 4 electives total)

**Full-Time Schedule**

Fall	Spring	Summer
ENT5216 Foundations of Entrepreneurship and Leadership	CTE5444 Quality Assurance Assessment <i>(prerequisite: CTE5445)</i>	Remaining elective classes (need 4 total)
CTE5445 Advancements in Textile Technology <i>(prerequisite: CTE1401)</i>	CTE5911 Research Analysis in Clothing and Textiles	
CTE5890 Perspectives in Retail Entrepreneurship	CTE5815 Retail Technologies <i>(prerequisite: CTE3055 &amp; CTE5445)</i>	
Elective classes (need 4 total)	Elective classes (need 4 total)	

**Part-Time Schedule**

Fall	Spring	Summer
CTE5445 Advancements in Textile Technology <i>(prerequisite: CTE1401)</i>	CTE5815 Retail Technologies <i>(prerequisite: CTE3055 &amp; CTE5445)</i>	1 elective class (4 total)
CTE5890 Perspectives in Retail Entrepreneurship	CTE5444 Quality Assurance Assessment <i>(prerequisite: CTE5445)</i>	1 elective class (4 total)
<b>2<sup>nd</sup> Fall</b>	<b>2<sup>nd</sup> Spring</b>	
ENT5216 Foundations of Entrepreneurship and Leadership	CTE 5911 Research Analysis in Clothing and Textiles	
1 elective class (4 total)	1 elective class (4 total)	

Master of Science in Entrepreneurship  
Major: Product Development

**Program Description:** The Master of Science in Entrepreneurship with a major in Product Development will prepare individuals who seek to work in any company, private or public, advancing their knowledge and skills in product design and development. The core curriculum of the proposed program will include topics in financial literacy and accounting, strategy and ethics in management. The classes offered in the product development major will allow us to provide students with hands-on experience in innovation and commercialization, further developing their abilities to implement their education from the MSE program in today's highly competitive and lucrative field of entrepreneurship.

## **MSE PRODUCT DEVELOPMENT MASTER'S PROGRAM REQUIREMENTS**

The MS in Entrepreneurship (MSE) degree, with a major in product development, requires a total of 30 credit hours: 12 credit hours of core courses and 18 credit hours of major curriculum. This program can be completed in one year (three semesters, including summer) if taken full-time. "S" or "U" grades cannot be accepted for any core curriculum.

### **Course Requirements**

#### ***Core Curriculum***

The current core curriculum (9 credit hours) required to be taken by all MSE students includes the following:

- ENT5417 Accounting and Finance for Entrepreneurs (3 hrs)
- ENT5128 Strategy Formulation (3 hrs)
- ENT5216 Foundations in Entrepreneurship and Leadership (3 hrs)

#### ***Major Curriculum***

All MSE Product Development Entrepreneurship students are required to take the following major curriculum (18 credit hours):

- ENT5936 Product Development Colloquium (3 hrs)
- ENT5608 Product Design (3 hrs)
- ENT5606 Product Development Analytics (3 hrs)
- ENT5246 Promotional and Pricing Implementation (3 hrs)
- ENT5225 Human Resource Management for Entrepreneurs (3 hrs)
- ENT5609 Prototyping (3 hrs)

#### ***Elective Curriculum***

Students are required to take 3 hours of elective coursework. While an internship is highly recommended, elective course options include the following, but are not limited to:

- ENT5942 Graduate Internship (3 hrs)
- ENT5312 Intellectual Property for Entrepreneurs (3 hrs)

#### ***International Experience Curriculum***

An international program (IP) experience is highly encouraged. The following IP opportunities are available throughout the year:

- Textiles and Apparel in Florence, Italy (3 hrs)
- Entrepreneurial Lodging in Florence, Italy (1 hr)
- Supply Chain in Panama City, Panama (1 hr)
- Hospitality Management in Valencia, Spain (1 hr)

## **MSE PRODUCT DEVELOPMENT PROGRAM OF STUDY**

CORE MSE CLASS

REQUIRED PD CLASS

### ***Full-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5216 Foundations in Entrepreneurship and Leadership	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
ENT5936 Product Development Colloquium	ENT5609 Prototyping	ENT5942 Graduate Internship OR elective
ENT5225 Human Resource Management for Entrepreneurs	ENT5606 Product Development Analytics	
ENT5608 Product Design	ENT5246 Promotional and Pricing Implementation	

### ***Part-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5936 Product Development Colloquium	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
ENT5608 Product Design	ENT5609 Prototyping (or 2nd spring)	ENT5942 Graduate Internship OR elective ( <i>1<sup>st</sup> or 2<sup>nd</sup> summer</i> )
<b>2<sup>nd</sup> Fall</b>	<b>2<sup>nd</sup> Spring</b>	<b>2<sup>nd</sup> Summer</b>
ENT5216 Foundations in Entrepreneurship and Leadership	ENT5606 Product Development Analytics	ENT5942 Graduate Internship OR elective ( <i>1<sup>st</sup> or 2<sup>nd</sup> summer</i> )
ENT5225 Human Resource Management for Entrepreneurs	ENT5246 Promotional and Pricing Implementation	



JIM MORAN COLLEGE OF ENTREPRENEURSHIP  
DEDMAN COLLEGE OF HOSPITALITY

## Master of Science in Entrepreneurship

### Major: Hospitality Entrepreneurship

**Program Description:** The online Master of Science in Entrepreneurship with a major in Hospitality Entrepreneurship in the MSE program will focus on entrepreneurial endeavors in hospitality – opening, building, or innovating new hospitality enterprises. The program will rely heavily on the acquisition and application of skills in real-world entrepreneurial hospitality enterprises. This degree will provide advanced online education to allow graduates to pursue careers in a variety of corporate, government and/or academic professions.

## **MSE HOSPITALITY ENTREPRENEURSHIP MASTER'S PROGRAM REQUIREMENTS**

The MS in Entrepreneurship (MSE) degree, with a major in hospitality entrepreneurship, requires a total of 30 credit hour: 12 credit hours of core courses, 12 credit hours of major curriculum, and 6 credit hours of elective coursework. This program is completed part-time online. "S" or "U" grades cannot be accepted for any core curriculum.

### Course Requirements

#### ***Core Curriculum***

The current core curriculum (9 credit hours) required to be taken by all MSE students includes the following:

- ENT5417 Accounting and Finance for Entrepreneurs (3 hrs)
- ENT5128 Strategy Formulation (3 hrs)
- ENT5216 Foundations in Entrepreneurship and Leadership (3 hrs)

#### ***Major Curriculum***

All MSE Hospitality Entrepreneurship students are required to take the following major curriculum (15 credit hours):

- HMG5930 Hospitality Colloquium (3 hrs)
- HMG5229 Management Ethics (3 hrs)
- HMG5258 Innovative Practices in Lodging Management (3 hrs)
- HMG5697 Legal Environment of Hospitality & Tourism Operations (3 hrs)
- HMG5501 Marketing Strategy (3 hrs)

#### ***Elective Curriculum***

Students are required to take 6 hours of elective coursework. Elective options include the following, but are not limited to:

- COA5400 Consumers in a Complex Marketplace (3 hrs)
- CTE5471 Sustainability and Human Rights in the Business World (3 hrs)
- HMG5655 Franchising & Management Agreements (3 hrs)
- HMG5944 Graduate Hospitality Internship (3 hrs)
- HMG5465 Hospitality Financial Management (3 hrs)
- HMG5466 Hospitality Revenue Management (3 hrs)
- HMG5937 Special Topics in Hospitality Management (3 hrs)
- ENT5935 Special Topics in Entrepreneurship (3 hrs)

#### ***International Experience Curriculum***

An international program (IP) experience is highly encouraged. The following IP opportunities are available throughout the year:

- Textiles and Apparel in Florence, Italy (3 hrs)
- Entrepreneurial Lodging in Florence, Italy (1 hr)
- Supply Chain in Panama City, Panama (1 hr)
- Hospitality Management in Valencia, Spain (1 hr)

**MSE HOSPITALITY ENTREPRENEURSHIP PROGRAM OF STUDY**

CORE MSE CLASS

REQUIRED HOSP CLASS

***Part-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5216 Foundations of Entrepreneurship and Leadership	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
HMG5930 Hospitality Colloquium	HMG5229 Management Ethics	HMG5501 Marketing Strategy
<b>2<sup>nd</sup> Fall</b>	<b>2<sup>nd</sup> Spring</b>	
HMG5697 Legal Environment of Hospitality & Tourism Operations	HMG5258 Innovative Practices in Lodging Management	
1 elective class	1 elective class	

***Full-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5216 Foundations of Entrepreneurship and Leadership	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
HMG5930 Hospitality Colloquium	HMG5229 Management Ethics	HMG5501 Marketing Strategy
HMG5697 Legal Environment of Hospitality & Tourism Operations	HMG5258 Innovative Practices in Lodging Management	Optional: 1 elective class (need 2 total)
Optional: 1 elective class (need 2 total)	Optional: 1 elective class (need 2 total)	



Master of Science in Entrepreneurship  
Major: Social and Sustainable Enterprises

**Program Description:** The Jim Moran College of Entrepreneurship welcomes a new Master of Science degree in Entrepreneurship with a major in Social and Sustainable Enterprises. Jim Moran College of Entrepreneurship's MSE Social and Sustainable Enterprises will prepare students to help companies meet the demands of today without jeopardizing future generations. Throughout this online program, students will be taught by Environmental, Social and Governance (ESG) leaders and industry professionals to create, manage, and lead social and sustainable enterprises.

## **MSE SOCIAL AND SUSTAINABLE ENTERPRISES MASTER'S PROGRAM REQUIREMENTS**

The MS in Entrepreneurship (MSE) degree, with a major in social and sustainable enterprises, requires a total of 30 credit hour: 9 credit hours of core courses, 12 credit hours of major curriculum, and 9 credit hours of elective coursework. This program is completed part-time online. "S" or "U" grades cannot be accepted for any core curriculum.

### ***Core Curriculum***

The current core curriculum (9 credit hours) required to be taken by all MSE students includes the following:

- ENT5216 Foundations in Entrepreneurship and Leadership (3 hrs)
- ENT5417 Accounting and Finance for Entrepreneurs (3 hrs)
- ENT5128 Strategy Formulation (3 hrs)

### ***Major Curriculum***

All MSE Social and Sustainable Enterprises students are required to take the following major curriculum (12 credit hours):

- ENT5516 Measuring ESG Impact (3 hrs)
- ENT5634 Systems Thinking: Solving Wicked Problems (3 hrs)
- ENT5806 Sustainable Value Chains in a Net Zero Carbon World (3 hrs)
- ENT5805 Leveraging Technology to Achieve Social and Sustainability Goals (3 hrs)

### ***Elective Curriculum***

Students are required to take 9 hours of elective coursework. Elective options include the following, but are not limited to:

- CTE5471 Sustainability and Human Rights in the Business World
- CTE5435 Textiles for Interiors
- COA5400 Consumers in a Complex Marketplace
- ENT5228 Corporate Intrapreneur (3 hrs)
- ENT5312 Intellectual Property for Entrepreneurs
- ENT5517 Raising ESG and Impact Capital Strategies
- ENT5942 Graduate Internship
- HMG5465 Hospitality Financial Management
- HMG5229 Management Ethics
- HMG5655 Franchising and Management Agreements
- HMG5465 Hospitality Revenue Management
- HMG5258 Innovative Practices in Lodging Management
- HMG5697 Legal Environment of Hospitality & Tourism Operations
- HMG5501 Hospitality Marketing Strategy

### ***International Experience Curriculum***

An international program (IP) experience is highly encouraged. The following IP opportunities are available throughout the year:

- Textiles and Apparel in Florence, Italy (3 hrs)
- Entrepreneurial Lodging in Florence, Italy (1 hr)
- Supply Chain in Panama City, Panama (1 hr)
- Hospitality Management in Valencia, Spain (1 hr)

**MSE SOCIAL AND SUSTAINABLE ENTERPRISES PROGRAM OF STUDY**

CORE MSE CLASS

REQUIRED SSE CLASS

***Part-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5806 Sustainable Value Chains in a Net Zero Carbon World	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
ENT5634 Systems Thinking: Solving Wicked Problems	ENT5805 Leveraging Technology to Achieve Social and Sustainability Goals	ENT5516 Measuring ESG Impact
<b>2nd Fall</b>	<b>2nd Spring</b>	
ENT5216 Foundations of Entrepreneurship and Leadership	1 elective class	
1 elective class	1 elective class	

***Full-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5216 Foundations of Entrepreneurship and Leadership	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
ENT5634 Systems Thinking: Solving Wicked Problems	ENT5805 Leveraging Technology to Achieve Social and Sustainability Goals	ENT5516 Measuring ESG Impact
ENT5806 Sustainable Value Chains in a Net Zero Carbon World	Elective (any semester – 3 total)	Elective (any semester – 3 total)
Elective (any semester – 3 total)		

Master of Science in Entrepreneurship

Major: Creative Arts Entrepreneurship

**Program Description:** This program is initially intended for individuals committed to developing their entrepreneurial skill sets to complement professional skills within the arts field in which they specialize. Candidates for this degree are those with solid foundations and professional experience in the disciplines of motion picture arts, music, visual & performing arts, and/or creative writing.

## **MSE CREATIVE ARTS ENTREPRENEURSHIP MASTER'S PROGRAM REQUIREMENTS**

The MS in Entrepreneurship (MSE) degree, with a major in social and sustainable enterprises, requires a total of 33 credit hour: 9 credit hours of core courses, 15 credit hours of major curriculum, and 9 credit hours of specialization and incubation major coursework. This program is completed part-time online. "S" or "U" grades cannot be accepted for any core curriculum.

### ***Core Curriculum***

The current core curriculum (9 credit hours) required to be taken by all MSE students includes the following:

- ENT5216 Foundations in Entrepreneurship and Leadership (3 hrs)
- ENT5417 Accounting and Finance for Entrepreneurs (3 hrs)
- ENT5128 Strategy Formulation (3 hrs)

### ***Major Curriculum***

All MSE Creative Arts Entrepreneurship students are required to take the following major curriculum (15 credit hours):

- ENT5931 Creative Arts Colloquium (3 hrs)
- ENT5619 Entrepreneurship as an Art Form (3 hrs)
- ENT5303 Entertainment Law (3 hrs)
- ARE5645 History of Innovation (3 hrs)
- MUS5939 (Section 9) Media & Marketing of the Arts (3 hrs)
- ENT5930 (Section 1) Applied Venture I – Incubation (3 hrs)
- ENTXXXX Applied Venture II – Acceleration (3 hrs)
- FILXXXX Storytelling & Cross-Discipline Collaboration (3 hrs)

### ***International Experience Curriculum***

An international program (IP) experience is highly encouraged. The following IP opportunities are available throughout the year:

- Textiles and Apparel in Florence, Italy (3 hrs)
- Entrepreneurial Lodging in Florence, Italy (1 hr)
- Supply Chain in Panama City, Panama (1 hr)
- Hospitality Management in Valencia, Spain (1 hr)

**MSE CREATIVE ARTS ENTREPRENEURSHIP PROGRAM OF STUDY**

CORE MSE CLASS

REQUIRED CREATIVE ARTS

CLASSES

***Part-Time Schedule***

<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
ENT5216 Foundations of Entrepreneurship and Leadership	ENT5417 Accounting and Finance for Entrepreneurs	ENT5128 Strategy Formulation
ENT5931 Creative Arts Colloquium	ENT5619 Entrepreneurship as an Art Form	2 <sup>nd</sup> Summer ENT5303 Entertainment Law
<b>2nd Fall</b>	<b>2nd Spring</b>	
ARE5645 History of Innovation	ENTXXXX Applied Venture II - Acceleration	
MUS5939 (Section 9) Media & Marketing of the Arts	FILXXXX Storytelling & Cross-Discipline Collaboration	
ENT5930 (Section 1) Applied Venture I - Incubation		

## **COURSE DESCRIPTIONS FOR ALL PROGRAMS**

### **COA5400 Consumers in a Complex Marketplace**

Consumer behavior encompasses all activities related to purchase, use, and disposal of goods and services, including the consumer's emotional, mental, and behavioral responses that precede or follow these activities. To this end, this course covers diverse topics from various disciplines (e.g., marketing, psychology, etc.) to understand the "enigmatic" consumer and the marketplace behavior they engage in.

### **CTE5125 Design Thinking**

Students will be introduced to design thinking, problem seeking ideation techniques and strategies, creative intelligence, and the methodologies embedded in the design thinking process. The course will empower individuals to strategize, plan, and solve complex problems across a multitude of situations and venues.

### **CTE5435 Textiles for Interiors**

This course will address the selection, cost, expected performance, and care of textiles used in residential and commercial interiors.

### **CTE5444 Quality Assurance Assessment**

This course explores assessment of quality performance parameters for specific textile product end uses based on standard test methods, government regulations, and certification requirements.

### **CTE5445 Advancements in Textile Technology**

Survey and investigation of novel textile technologies at the fiber, yarn, fabric, finish, manufacturing, and testing levels for specific industry end use and product performance applications. This course is designed to expose students to cutting edge technological developments in the textile and apparel industry from fiber and yarn developments and active cooling finishes to increases in manufacturing efficiency and testing software. Students will learn from multiple industry leaders and entrepreneurs, from large sports apparel companies and cooling fabric startups to quality assurance managers and standard testing laboratories.

### **CTE5471 Sustainability and Human Rights in the Business World**

This course provides an overview of social responsibility, human rights, and sustainability, and it identifies strategies and frameworks to apply to socially responsible and sustainable businesses. It also explores the role of the consumer, corporation, and government and non-governmental organizations.

### **CTE5475 Designing and Developing Sustainable Products**

This course focuses on understanding the creative process for sustainable products and the transition of ideas into prototypes. This course is an introduction to basic patternmaking and grading for the development of sustainable products such as a tote bag, a hat, a backpack, glasses, shoes, etc. This course enables students to develop wearable product design thinking using sketchbook practices and to improve hands-on practice skills through drafting, flat pattern, and draping techniques to promote sustainable product prototypes made with own recycled materials. This elective course is open to all MS-Textile and Apparel majors in the College of Entrepreneurship.

### **CTE5815 Retail Technologies**

This course utilizes software and technologies used in the textile and apparel industry. Students will gain hands on experience with digital textile printing, body scanning, and 3D printing. Additionally, students learn current industry software to design and development a focused product line.

### **CTE5890 Perspectives in Retail Entrepreneurship Graduate Seminar**

This course will summarize and highlight a range of theoretical and empirical perspectives on retail entrepreneurship and will provide students an opportunity to actively engage with faculty members during presentations, discussions and reaction papers on a variety of topics, uniquely specific to each faculty member's area of research and/or expertise.

### **CTE5911 Research Analysis in Clothing and Textiles**

Analysis and interpretation of research in textiles and consumer sciences. Principles of quantitative and qualitative research; methodologies used in survey, experimental, and historical research. Emphasis is placed on theory development, and research design.

### **ENT5128 Strategy Formulation**

Strategy Formulation is designed to provide students the opportunity to experience a real-world business environment where opportunities, challenges, and critical decision-making are addressed through analytical, innovative, and capable enterprise business planning.

### **ENT5216 Foundations of Entrepreneurship and Leadership**

The objective of this course is to develop an understanding of the foundations of entrepreneurial behavior, by providing a broad survey of entrepreneurship and leadership topics. Students will be exposed to different types of entrepreneurship and the class will cover an array of topics that span from idea generation through venture formation, financing, scaling, and leading the entrepreneurial venture. At the same time, the instructor will help students build knowledge and skills to be a successful entrepreneur.

### **ENT5225 Human Resource Management for Entrepreneurs**

Human Resource Management for Entrepreneurs is designed to provide students with a comprehensive knowledge of issues facing the entrepreneur as they impact the employer- employee relationship, and in turn, the overall success of the enterprise.

### **ENT5246 Promotional and Pricing Implementation**

The objective of this course is to master the marketing elements of promotion and pricing. Students will focus in the areas of brand story, promotional planning, ad creation, promotional execution, product positioning, price setting, forecasting sales, and evaluating competitive tactics around promotion and pricing.

**ENT5417 Finance and Accounting for Entrepreneurs** This course provides an overview of accounting and finance concepts that are necessary for entrepreneurs. Specifically, the course covers the fundamentals of accounting and finance, analysis and interpretations of financial statements, forecasting and budgeting for business planning, control and decision making, starting a new business, and business valuation methods.

### **ENT5516 Measuring ESG Impact**

Measuring Social Impact introduce students to the historical context of Social Entrepreneurship, Corporate Social Responsibility, and Environmental, Social, and Governances and examines the increasing role of Corporate Social Responsibility as a strategy to improve products, profits, and brand equity. This course analyzes numerous startups and corporate initiatives that attempt to improve and address the challenges of a changing marketplace that now demands documented sustainability practices as well as profits. The globalization of the world's marketplace, combined with increased demand by stakeholders for corporate transparency has increased the importance of social entrepreneurship and corporate social responsibility from just being a market differentiator to now being a core function of business and part of the cost of doing business in today's global marketplace. This class will examine how startups, small businesses, and corporations can incorporate environmental, social, and governances into a profitable business model.

### **ENT5517 Raising ESG and Impact Capital**

The aim of this course is to provide students with the understanding, skills and knowledge necessary to raise capital for sustainable ventures and to finance Environmental, Social and Governance (ESG) projects. It is intended for both intrapreneurs – students seeking opportunities in sustainability at the corporate level (corporate social responsibility, investor relations, finance) and entrepreneurs – students seeking to launch their own venture or join a social enterprise (fundraising, finance, impact reporting, impact management). This class could also be considered as an introductory class for students aspiring to work in the Environmental, Social and Governance (ESG) and/or impact investing spaces in public and private markets. Finance is considered as a tool, a means to enable sustainability. Students will be able to leverage their Accounting and Finance for Entrepreneurs course. This class is oriented towards developing your professional skills, understanding the sector and building up your networks. As such, it is built around speakers bringing complementary perspectives and up-to-date content about the space.

### **ENT5606 Product Development Analytics**

The course spans the product development topics of competitive advantage, market - customer analytics - business process – financial – sustainability - people and supply chain analytics.

### **ENT5608 Product Design**

The objective of this course is to master the elements of product design. The areas of product design will include a brand name, logo, tag line, product/service features, product packaging, recommended retail price and estimated cost of goods.

### **ENT5609 Prototyping**

This course provides students with an in-depth analysis of best practices, industry standard tools and entrepreneurship applications of prototyping for commercialization of new offerings.

### **ENT5634 Systems and Design Thinking: Solving Wicked Problems**

What is Systems Thinking? *"Systems thinking is the field of study that attempts to understand how to think better about real-world systems and the real-world problems we face."* (Cabrera & Cabrera) Tackling global challenges starts with understanding a problem and its wider context. This course in systems thinking assesses system behaviors by examining the entire system— including human, political, community, resource, environmental, and social processes—to get a holistic view into how organizations and individuals often look at the world, assess problems, and design solutions.

### **ENT5805 Leveraging Technology to Achieve Social and Sustainability Goals**

Sustainability is, at its core, the balance of environmental, social, and economic goals in a way that does a better job of taking account of future needs and risks than current social systems do. It is increasingly clear that business and environmental professionals need to understand these issues and that the investment community will be increasingly looking to identify companies that demonstrate the ability to understand, anticipate and potentially manage themselves profitably in this quickly evolving landscape. Being able to assess the broader strategy and performance of a company or organization, and particularly its approach to economic and environmental sustainability is becoming a high-profile complement to more conventional management skills. Companies have a significant impact on environmental and economic stewardship through their own activities, and by the impacts of their products and services.

### **ENT5806 Sustainable Value Chains in a Net Zero Carbon World**

This course will focus on sustainability of supply chains through the lens of these climate change drivers. These challenges transcend industry sectors; the course will focus on the food and agriculture industry as a microcosm for the decarbonization of supply chains. Students will learn Life Cycle Analyses through their subset Carbon Footprint of Products. We will explore the importance of value transfer through incentives

and draw out critiques of treaty-based carbon markets in achieving Net-Zero by 2050.

### **ENT5930 Map the System (Special Topics)**

This is an opportunity for students to take their Systems Map from last semester and get it ready for Oxford's Map the System global competition. In this special topics course, you will be mentored and coached to compete in a regional semi-final with the opportunity to present your systems map on a global stage at Oxford. This is an amazing opportunity for students to learn from the world's best systems thinkers.

### **ENT5930 Hult Prize (Special Topics)**

The Hult Prize is an annual, year-long competition that crowd-sources ideas from MBA and college students after challenging them to solve a pressing social issue around topics such as food security, water access, energy, and education. In this special topics course, you will be mentored and coached to compete in a regional semi-final with the opportunity to present your social enterprise on a global stage.

### **ENT5936 Product Development Colloquium**

The Master of Science in Entrepreneurship for Product Development colloquium is a three-credit hour course required of all masters' students. The goal of this lecture and discussion series is to provide a common intellectual experience for new master's students, while also introducing students to the research, creative, and professional opportunities within the corporate and new venture product development industries. Distinguished faculty and industry professionals give presentations on topics that are of broad interest within the discipline, while classroom discussion and reflections enrich students' experience. This colloquium course provides an important opportunity for students to engage with individuals in the entrepreneurial and professional communities by observing and interacting with the presenters to build relationships, stay relevant within current trends and increase their networks for future opportunities.

### **ENT5312 Intellectual Property for Entrepreneurs**

This course provides students with an in-depth analysis of best practices and entrepreneurship applications of intellectual property strategies for commercialization of innovations. The course will prepare students to best identify what type of intellectual property is appropriate for a given innovation. Additionally, students will gain an understanding of relevance for all traditional types of intellectual property, including copyrights, trademarks, patents and trade secrets. In addition to providing a foundation for students to be able to leverage intellectual property, this course covers the processes involved with creation of intellectual property and the normal procedures, documentation and communications required (such as patent application processes with the US Patent and Trademark Office). The goal of this course is that students will leave with an increased level of confidence to be able to put into action intellectual property strategies that are best suited for a new venture's specific characteristics and needs.

### **ENT5228 Corporate Intrapreneur**

Given sustainability is still a relatively new concept for corporations, working in a sustainability role requires special skills and attributes, those of which are very similarly required of entrepreneurs. The intrapreneur, therefore, is an employee of a company who adopts the mindset of an entrepreneur to foster innovation inside of a larger firm. The mindset of a sustainability professional requires an understanding of how to influence, push boundaries, educate, inspire and motivate. This course will help prepare students to embody a sustainability professional - not only in what's required of the job in terms of sustainability strategy that adds business value, but equally as important, by establishing an intrapreneurial mindset. Students will learn techniques to promote collaborating cross-functionally across a company to influence others to work toward shared sustainability goals.

### **HMG5229 Management Ethics**

This course develops the skills needed for the analysis and development of interpersonal management skills, focusing on leadership, ethics, employee and guest relations, and team building.

### **HMG5258 Innovative Practices in Lodging Management**

This course will present lodging operations and management from an integrated viewpoint with a focus on entrepreneurship. The material will integrate operations, marketing, strategy, consumer behavior, and human resources. The course also addresses the concept of entrepreneurship in the lodging sector. Finally, this course is intended to help students understand and apply hospitality and entrepreneurship theory in a hotel context.

### **HMG5465 Hospitality Financial Management**

This course will provide a comprehensive overview of the fundamental principles and theoretical framework that form the foundation of corporate financial management decisions in the hospitality industry. In this course, you will develop skills in framing and solving quantitative business problems, using both a calculator and Excel. This course will also include lessons on time value of money, valuation, capital structure, project valuation, feasibility study, franchising, and management contract.

### **HMG5466 Hospitality Revenue Management**

The main objective of this course is to deal with the techniques used in maximizing revenues in the hospitality industry. This course will cover important topics including, but not limited to, the following: revenue management applications that hospitality managers can use to increase revenue without increasing products or promotions, strategies for tapping into new markets, and effectively and efficiently delivering products and services to customers.

### **HMG5501 Marketing Strategy**

The purpose of this course is to provide students with an advanced understanding of both theoretical and practical issues within the domain of marketing strategy. The class will be taught entirely online with each week in the semester featuring a new topic relevant to the field of marketing strategy and/or marketing management. The course will utilize a variety of learning methods including assigned readings, discussion boards, and a multi-stage simulation to cover the relevant content. This course is designed to synthesize knowledge gained in previous coursework into a single framework. Students will demonstrate their understanding of various functional areas of management and marketing as each relates to the development of a sustainable competitive advantage.

### **HMG5655 Franchising and Management Agreements**

This course provides an overview of franchising agreements and management agreements focusing on the ownership structure in the hospitality industry. The course covers the principles of franchise and management agreements and introduces franchising opportunities in the hotel and restaurant industries.

### **HMG5697 Legal Environment of Hospitality and Tourism Operations**

This course is designed to provide insight into the legal and ethical issues faced by the hospitality industry. Emphasis is placed on issues most likely to lead to litigation against operators in the hospitality industry. Topics will be focused on employment law. Current issues, ethical dilemmas and trends will be at the forefront of our analysis.

### **HMG5930 Hospitality Entrepreneurship Colloquium**

The Master of Science in Entrepreneurship for hospitality colloquium is a three-credit hour course required of all masters' students. The goal of this lecture and discussion series is to provide a common intellectual

experience for new master's students, while also introducing students to the research, creative, and professional opportunities within the hospitality industry. Distinguished faculty and industry professionals give presentations on topics that are of broad interest within the discipline, while classroom discussion and reflections enrich students' experience. This colloquium course provides an important opportunity for students to engage with individuals in the entrepreneurial and professional communities by observing and interacting with the presenters to build relationships, stay relevant within current trends and increase their networks for future opportunities.

### **ENT5930 (Section 1) History of Innovation, Technology and Social Dynamics in The Arts**

This course is a survey of historical events and patterns that shaped the dynamics of economics, innovation, technology and humanities and how the creative arts reflected and contributed to such eras of history. With the art of identification of- and finding solutions to- problems that face humans and the planet Earth as the core focus of this course, an emphasis on future invention and reinvention of functional practices, technology and personal equity for creative artists will also be a major component of this course. The continuum of product design and development in the visual arts, sound and music, motion picture, performing arts, fashion design and marketing, communication and media will be examined.

### **ENT5303 Entertainment Law**

This course examines key issues involved in the practice of Entertainment Law. Taught primarily by focusing on the music industry—but relevant and with sections involving book publishing, film, theater, and television—the course includes details for both future litigators and future transactional attorneys alike. Topics include: copyright law, infringement, and fair use; sampling and the law; digital media; industry trends and changes in the Digital Age; licensing; record contracts, both old and new; songwriter contracts; producer contracts; management contracts; concert touring and promotion; trademarks and enforcement; basics of film financing and production; and the changing world of television. The course will regularly include music, video, and film examples to discuss in class.

### **ENT 5619 Entrepreneurship as an Art-form and The Professional Artist's Practice**

Case studies of the career trajectories of particular creators that demonstrate the entrepreneurial spirit and mindset are the focus of this course. This course includes a combination of film screenings; live and recorded interviews with featured creators; class discussions; and written reflections. Topics include social impact, mission and cause; creating and capturing value; resource scalability of artistic endeavors; diversity, equity and inclusion in the arts; social and environmental implications of creating art works; and the sustainability of an artistic practice.

### **MUS5939 (Section 9) Modern Marketing of The Arts**

In today's arts industries, artist entrepreneurs must understand current and future business trends, their audience, and how to reach their market for building sustainable business models that adapt to ever changing conditions. This course is designed to help students recognize and understand how arts properties, products and services are marketed to audiences across mediums of digital and traditional means. The course will cover marketing principles that have endured over history, cutting-edge technologies and philosophical concepts that inform how to market one's own artistic career and/or start-up venture.

### **FILXXXX Storytelling & Cross-Discipline Collaboration**

The objective of this course is to develop real-life storytelling skills that transcend disciplines to enhance the communication and execution of multimedia presentations, pitches and conversations necessary to further the goals and missions of the arts entrepreneur. Utilizing skill sets from filmmaking, theater,

dance, poetry, fashion and performance arts, students will consistently apply lessons and concepts in a lab setting where rehearsals and simulations are designed to develop and refine the skillsets inherent to great storytelling. Guest speakers will also be a feature of this class.

### COURSE CATALOG FOR ALL PROGRAMS

Course Code	Course Name	Main Campus	Online	Instructor
<b>Master of Science in Retail Entrepreneurship Degree Program</b>				
<b>MS-RE Major - Textiles and Apparel Entrepreneurship</b>				
CTE5444	Quality Assurance Assessment	Spring		McQuerry
CTE5445	Advancements in Textile Technology	Fall		McQuerry
CTE5815	Retail Technologies	Spring		Ridgway
CTE5890	Perspectives in Retail Entrepreneurship	Fall		Hackett
CTE5911	Research Analysis in Clothing and Textiles	Spring	Synchronous	Manchiraju
ENT5216	Foundations of Entrepreneurship and Leadership		Fall	Santos

<b>Master of Science in Entrepreneurship (MSE) Degree Program</b>				
<b>Core Classes in all MSE Majors</b>				
ENT5216	Foundations of Entrepreneurship and Leadership		Fall	Santos
ENT5417	Accounting and Finance for Entrepreneurs		Spring	Tatum/Dogru
ENT5128	Strategy Formulation		Summer	Geoghagan
<b>MSE Major - Product Development (face-to-face program)</b>				
ENT5936	Product Development Colloquium	Fall		Frazier
ENT5608	Product Design	Fall		Lewis
ENT5606	Product Development Analytics	Spring		Frazier
ENT5246	Promotional and Pricing Implementation	Spring		Lewis
ENT5225	Human Resource Management for Entrepreneurs	Fall		Geoghagen
ENT5609	Prototyping	Spring		Adams
<b>MSE Major - Hospitality Entrepreneurship (online)</b>				
HMG5930	Hospitality Colloquium		Fall	Piotrowski
HMG5229	Management Ethics		Spring	McGinley
HMG5258	Innovative Practices in Lodging Management		Spring	Sharma
HMG5697	Legal Environment of Hospitality & Tourism Operations		Fall	Dennis
HMG5501	Marketing Strategy		Summer	Line
<b>MSE Major - Social and Sustainable Enterprises (Online)</b>				
ENT5806	Sustainable Value Chains in a Net-Zero World		Fall	Carter
ENT5634	Systems Thinking - Solving Wicked Problems		Fall	McNees
ENT5805	Leveraging Technology to Achieve Social and Sustainability Goals		Spring	Nam
ENT5516	Measuring Social Impact		Summer	McNees
<b>MSE Creative Arts Entrepreneurship Courses (Online)</b>				
ENT5931	Creative Arts Colloquium		Fall	Hoffman
ENT5619	Entrepreneurship as an Art Form		Spring	Hoffman
ENT5303	Entertainment Law		Summer	Stith
ARE5645	History of Innovation		Fall	Fine Arts Faculty
MUS5939 (Section 9)	Media Design and Marketing of the Arts		Fall	Music Faculty
ENT5930 (Section 1)	Applied Venture I - Incubation		Fall	Hoffman
ENTXXXX	Applied Venture II - Acceleration		Spring	Hoffman
FILXXXX	Storytelling & Cross-Discipline Collaboration		Spring	Hoffman

Elective Curriculum Available to All Majors				
CTE5471	Sustainability and Human Rights in the Business World		All Terms	E. Kim
CTE5435	Textiles for Interiors	Summer		McQuerry
CTE5912	Supervised Research	All Terms		TBD
CTE5935	Special Topics in Textiles and Apparel	All Terms		TBD
CTE5475	Designing and Developing Sustainable Products	Fall		Nam
HMG5465	Hospitality Financial Management		Fall	W. Kim
HMG5466	Hospitality Revenue Management		Summer	W. Kim
HMG5944	Graduate Hospitality Internship		All Terms	Piotrowski
ENT5930	Special Topics in Entrepreneurship	All Terms		TBD
ENT5942	Graduate Internship		All Terms	Riley
ENT5517	Raising ESG and Impact Capital		Summer	Chamberlin
COA5400	Consumers in a Complex Marketplace		Fall -	Manchiraju
CTE5125	Design Thinking			
ENT5312	Intellectual Property for Entrepreneurs		Fall	Stith
ENT5228	The Corporate Intrapreneur			