

ACADEMIC CATALOG

2019-2020

Addendum 1 – Effective February 1, 2020

Revised 2-26-2020

Addendum 1

Effective Date: February 1, 2020

Page 1:

Update ACADEMICS section – delete Bryan J. Watkins, EdD

Page 3 Signature:

Update:

Max Reed
Senior Vice President, Degree Programs

Page 11:

Additional/Updated Admissions Requirements for Certificate Seeking Candidates:

Non-Degree Seeking Certificate Students:

The academic certificate program is a graduate level, credit bearing certificate in specific areas described later in this 2019-20 Catalog Addendum 1. This option requires the completion of a minimum of 8 credit hours and consists of 4 prescribed courses under each academic certificate discipline. The courses are scheduled to enable the student to complete the certificate within 12 months. As non-degree seeking certificate students, applicants are not eligible for federal financial aid. A non-degree seeking application must be completed prior to enrollment. Please contact admissions (adm@lfgsm.edu) for additional information. The current non-refundable application fee of \$75 does not apply.

If a certificate student should decide to matriculate into the MBA degree program, there is a seamless process once the student has informed the Registrar or Admissions of his/her intent to continue as a degree seeking student. Please contact admissions (adm@lfgsm.edu) for additional information.

Non-Degree Seeking Certificate – Pilot Program:

The pilot program for non-degree seeking certificate students is a graduate level, credit bearing certificate program in Leadership in Data Analytics Essentials introduced in January, 2020 for a limited time. These pilot course offerings have the CRT designation and are in a condensed format, with students earning 2 credit hours per course. This option for students requires the completion of a minimum of 8 credit hours and consists of 4 prescribed courses in the area of Leadership in Data Analytics:

CRT 5861 Fundamentals of Data Modeling
CRT 5862 Leading in an Artificial Intelligence-Driven Economy
CRT 5863 Machine Learning
CRT 5864 Using Data to Drive Decision-Making

These courses are scheduled to enable the student to complete the certificate within 12 months in a compressed format. As non-degree seeking certificate students, applicants are not eligible for federal financial aid. A non-degree seeking application must be completed prior to enrollment. Please contact admissions (adm@lfgsm.edu) for additional information.

Audit Students

An auditor may enroll in any class that has not reached an enrollment limit and will receive all appropriate course content and lesson materials, but an auditor is not required nor expected to complete any assignments, nor is the instructor obligated to grade any assignments from an auditor. Students are officially noted as auditors (on course rosters and on transcripts) and do not receive any academic credit for an audited course. Instructors may limit the number of auditors in a course and may restrict participation of auditors in courses or in activities inappropriate for that function. For example, courses that by their nature require participation (i.e. group projects, team presentations) are typically considered inappropriate for auditing. Upon completion of the course, an "AU" is entered as the grade for the students' course. Any student desiring to apply as an audit student must submit an abbreviated application for admission indicating audit status. Students auditing a class are not eligible to receive federal financial aid for audit classes. Audit students can request a transcript showing that they audited the class but they will not receive course credit nor will it impact their GPA. Audit students are limited to 4 courses (12 credit hours).

Guest Students

Students currently enrolled at another institution desiring to take a class at Lake Forest Graduate School of Management to transfer back to their primary institutions are considered Guest Students. Guest Students receive academic credit for courses and are obligated to complete all assignments just as a non-degree seeking student earning credit. Guest Students need to complete an abbreviated application for admission indicating guest student status and a college transcript or letter of good standing from the registrar or dean at their home institutions. Guest students are not eligible for federal financial aid. After 12 credit hours of coursework students must formally apply as a degree seeking student. Some class prerequisites may apply and students must adhere to academic policies and student life guidelines described in the Student Handbook in place at the time of enrollment.

Student-at-Large

The Student-at-Large program is an opportunity for individuals to enroll in credit-bearing courses at the Lake Forest Graduate School of Management as graduate students-at-large. Students-at-large take classes for their own edification. This program allows students to enroll in regular graduate courses (having met prerequisites). Students-at-large have not been admitted to the Certificate Program or the MBA Program at LFGSM. As non-degree seeking students, they have permission to take graduate-level classes. If admitted to a degree seeking program, students-at-large can apply a limited number of credit hours taken as a student-at-large toward a degree. Students-at-large are required to complete all the course requirements as per the course syllabus and will earn credit upon satisfactory completion of the course. As with other non-degree seeking students, a student-at-large is not eligible for federal financial aid. A student-at-large is limited to 12 credit hours (4 courses).

In order to be granted student-at-large status, interested students must complete a short application for admission indicating student-at-large status. For more information, contact Admissions (adm@lfgsm.edu).

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Course Waiver for Credit for Non-degree Seeking Certificate Students:

Certificate students can apply for course waivers for their 4 completed certificate courses when they apply for the MBA program. These 4 courses are designed to be applied toward the required Specialization courses in their MBA. A non-degree seeking student completing the 4 Pilot CRT courses may apply these completed CRT courses to the MBA program Specialization in Leadership in Data Analytics Essentials for a total of 8 credit hours. Courses with the CRT prefix will replace the required DAT courses having the same course number and title as the DAT courses in their MBA Specialization. Arrangements are necessary with the registrar's office and are the responsibility of the MBA student, to complete credit hours needed for graduation to compensate for any shortage when courses completed are 2 credit hours, instead of the usual 3 credit hour courses. The Course Waiver for Credit section described on page 14 of the 2019-20 Catalog does apply with the exception of the 2 courses limitation. Courses transferred in this way (from the certificate program at LFGSM to the MBA program at LFGSM) will include GPA calculations in the cumulative GPA for their MBA. When applying for a Course Waiver to the MBA program from the certificate program, courses with grades below B- (2.70) for the student's certificate program are not eligible for credit toward the MBA program.

A matriculated MBA student who would like to earn a non-degree seeking certificate may apply for 1 course waiver in their certificate program. Course waivers in the certificate program are reviewed on a case by case basis.

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Non-Degree Seeking Certificate Students:

The cost of courses for a non-degree seeking certificate student are calculated on a per credit hour basis and follow the tuition cost set for the 2019-20 Academic Year. The tuition cost for 1 credit hour is \$1,170. All other financial policies apply as stated in the Financial Policy section of the 2019-20 Academic Catalog beginning on page 29. Students who are non-degree seeking certificate students are not eligible for federal financial aid.

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Payment Terms/Finance Fees:

- Non-degree seeking certificate students must pay the balance owed in full for each class in order to begin any subsequent class in the certificate program. Students may enroll in subsequent classes, but their enrollment will be put on hold until payment in full for prior classes taken is received by LFGSM. Students will be dropped from classes unless payment is received by the start date of the subsequent class.

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Tuition Credits and Refunds – further explanation for Non-Degree Seeking certificate Students

Tuition credits and refunds apply to non-degree seeking certificate students as stated on page 38 of the 2019-2020 Catalog under the Cancellation/Refund Policy chart.

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In addition to the MBA program, a non-degree seeking certificate student is someone interested in taking 4 classes in a specific area, but does not want a degree from Lake Forest Graduate School of Management. Often these students have an interest in a specialized area of study offered by LFGSM and want to take these classes for personal or professional development. Any student desiring to apply as a non-degree seeking student must submit an application for admission indicating non-degree seeking status and \$75 application fee. Non-degree seeking students are not eligible for federal financial aid and are limited to 4 courses (2 or 3 credit hours per course). If a student wishes to continue their studies with LFGSM as an MBA student, there is a seamless process in place for them to matriculate into the MBA program. Contact Admissions (adm@lfgsm.edu) for more information on the MBA application process. Students must adhere to academic policies and admission requirements that are in place at the time of enrollment.

The 4 pilot certificate courses are offered as 2 credit hours (in a reduced time/work format – some face-to-face class sessions and some online sessions) courses and identified as CRT

courses, while the 3 credit hour courses are identified as DAT courses and are designated as such on the website and course schedule. A non-degree seeking student may complete the 4 courses (2 credit hours or 3 credit hours) to obtain the non-degree, credit bearing certificate. Certificate students who apply and are admitted as MBA students may apply certificate courses as course waivers to their MBA Specializations electives, pending their application and course waiver approval by the Chief Academic Officer or VP of Academics.

The LFGSM Certificate Program is in Leadership Essentials and includes 8 certificate options in specific areas of leadership. The Leadership in Data Analytics Certificate will lead the certificate offerings with courses offered in the first half of 2020:

- Leadership in Data Analytics Certificate (effective January, 2020)
- Leadership Essentials Certificate (effective July 1, 2020)
- Marketing Essentials Certificate (effective July 1, 2020)
- Finance Essentials Certificate (effective July 1, 2020)
- Organizational Intelligence Essentials Certificate (effective July 1, 2020)
- Strategy Essentials Certificate (effective July 1, 2020)
- Global Supply Chain Essentials Certificate (effective July 1, 2020)
- Healthcare Essentials Certificate (effective July 1, 2020)

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Leadership in Data Analytics Certificate

This series of 4 courses listed below in Data Analytics Essentials leads to a graduate level, credit bearing certificate and helps students to explore the role of data analytics in leadership today. Students will learn to lead effectively in a data-driven organization by becoming more effective at leveraging data to make better business decisions.

DAT 5861 Fundamentals of Data Modeling
DAT 5862 Leading in an Artificial Intelligence-Driven Economy
DAT 5863 Machine Learning (Required Prerequisite: DAT 5862)
DAT 5864 Using Data to Drive Decision-Making

This series of 4 courses listed below in Leadership Essentials leads to a graduate level, credit bearing certificate:

LDR 5120 Effective Leadership
LDR 5220 Leading Organizational Change
STR 5130 Strategic Thinking
STR 5200 Innovation and Risk

This series of 4 courses listed below in Marketing Essentials leads to a graduate level, credit bearing certificate:

MKT 5210 Marketing Strategy and Analytics
MKT 5851 Business and Marketing Intelligence
MKT 5849 Global Marketing
MKT 5850 Digital Marketing

This series of 4 courses listed below in Finance Essentials leads to a graduate level, credit bearing certificate:

FIN 5190 Financial Management
FIN 5826 Mergers and Acquisitions
FIN 5827 Investments
FIN 5828 Entrepreneurial Finance

This series of 4 courses listed below in Organizational Intelligence Essentials leads to a graduate level, credit bearing certificate:

LDR 5220 Leading Organizational Change
COM 5330 Organizational Communications
HMR 5360 Workplace Diversity
HMR 5810 Strategic Talent Management

This series of 4 courses listed below in Strategy Essentials leads to a graduate level, credit bearing certificate:

STR 5130 Strategic Thinking
STR 5200 Innovation and Risk
HMR 5810 Strategic Talent Management
LDR 5808 Leadership Agility

This series of 4 courses listed below in Global Supply Chain Essentials leads to a graduate level, credit bearing certificate:

MGT 5562 Global Supply Chain Management
MGT 5563 Purchasing, Sourcing, and Contract Management
MGT 5564 Product Lifecycle Management
MGT 5560 Lean and Six Sigma

This series of 4 courses listed below in Healthcare Essentials lead to a graduate level, credit bearing certificate:

BUS 5831 The Healthcare Landscape
FIN 5832 Advanced Topics in Healthcare Finance
FIN 5525 Corporate Financial Risk
MGT 5833 Healthcare Business Operations

MBA Program with program goals remain the same;

Add under Program Goals:

At Lake Forest Graduate School of Management (LFGSM), working professionals develop their business acumen and leadership skills in order to advance in their career through the lens of 5 critical leadership attributes: Leadership Agility, Innovation, Engaging Others, Self-Awareness, and Strategic Vision. These attributes are common to successful leaders across functions and industries. Through a combination of core and specialized courses, students develop leadership competence and self-confidence.

Degree and Graduation Requirements remain the same with the following addition:

- Matriculated MBA students may apply for federal financial aid if they qualify as per Financial Policies beginning on page 29 of the 2019-20 Catalog.
- Definitions of Full Time and Part Time students are established by the Federal Government (Full Time Graduate = a student taking 9 or more credit hours in a semester; Part Time Graduate = a student taking less than 9 credit hours in a semester).
- Definitions of Term and Semester: term = 8 weeks session within a semester; a LFGSM semester consists of 2 - 8 week terms (i.e. Fall Semester consists of F1 and W1, Spring Semester consists of W2 and S1, Summer Semester consists of S2 and SS).

Chart on page 40 delete effective July 1, 2020 and Elective Courses (p. 40) delete

Pages 41-43 delete effective July 1, 2020; replaced by the following:

Because our MBA students are primarily already in the workforce or interested in gaining broader business skills targeted to specific areas of leadership, the MBA at Lake Forest Graduate School of Management is designed to focus on the content that is most relevant to a specific student need. In order to provide targeted skills in leadership and management focusing on specific areas, admitted MBA students are required to declare an area of specialized study in 1 of the following 8 areas within 1 year of admittance. The MBA is composed of 16 courses (48 credit hours). A student who does not wish to specify a specialization will be enrolled in the MBA with the Leadership in General Management Specialization.

Specializations available (effective July 1, 2020):

- Leadership in General Management Specialization
- Leadership in Marketing Specialization
- Leadership in Finance Specialization
- Leadership in Organizational Intelligence Specialization
- Leadership in Data Analytics Specialization
- Leadership in Strategy Specialization

- Leadership in Global Supply Chain Specialization
- Leadership in Healthcare Management Specialization

LEADERSHIP IN GENERAL MANAGEMENT SPECIALIZATION:

The Leadership in General Management Specialization is for students who want to broaden their leadership competence. It is especially appropriate for leaders who have already attained deep expertise in a specific function and desire to take on a broader, more senior leadership role. Students who do not choose their specific area of specialization when admitted, will be enrolled in this specialization.

Students will increase their effectiveness as a leader by developing a thorough understanding of key functional and operational areas of business. As students become more strategic and develop an appreciation and understanding of the interconnectedness of all functions within a business and the how to influence them, they increase the value they can offer to their organization and position themselves for senior leadership positions.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
DAT 5140 Business Statistics and Analytics
BUS 5160 Global Business and Cultural Diversity
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
STR 5200 Innovation and Risk
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
MGT 5230 Operations Management
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
LDR 5807 Ethical Leadership and Decision-Making
BUS 5836 Business Law
DAT 5860 Leading Technology Strategy

LEADERSHIP IN MARKETING SPECIALIZATION:

The Leadership in Marketing Specialization is designed to bolster the marketing knowledge and acumen of emerging leaders in any organization. Students will be challenged through simulations, case studies, vigorous class debates, and other interactive class activities as the specific marketing content is covered in each course. Students will deal with a variety of challenging situations from the perspective of a marketing leader and will use critical thinking skills as they work through viable alternatives to difficult marketing issues, analyzing their potential risks and benefits. The insights and skills students gain through these dynamic, engaging courses will position them as valuable contributors to their organization and prepare them to succeed in senior leadership positions that collaborate with or oversee their firms' marketing function.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
STR 5200 Innovation and Risk
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
MKT 5561 New Product Development
BUS 5836 Business Law
MKT 5849 Global Marketing
MKT 5850 Digital Marketing
MKT 5851 Business and Marketing Intelligence

LEADERSHIP IN FINANCE SPECIALIZATION:

Leaders of complex, dynamic firms are more effective if they possess a comprehensive understanding of an array of internal and external financial factors and how they influence decisions and drive value for the firm's stakeholders. Students who aspire to senior leadership positions will benefit substantially from the Leadership in Finance Specialization.

The set of interrelated courses presents essential elements of corporate finance in a number of key settings common to many firms and especially those that are expanding and investing domestically and internationally. The Leadership in Finance Specialization will help put students in the position of not only participating in high-level strategic initiatives, but also being confident in their ability to lead them.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
FIN 5525 Corporate Financial Risk
FIN 5826 Mergers and Acquisitions
FIN 5827 Investments
FIN 5828 Entrepreneurial Finance
BUS 5836 Business Law
FIN 5848 Global Finance
MKT 5851 Business and Marketing Intelligence

LEADERSHIP IN ORGANIZATIONAL INTELLIGENCE SPECIALIZATION:

The Leadership in Organizational Intelligence Specialization is designed for leaders of any industry interested in elevating their productivity through leveraging the teams they lead. This discipline focuses on the nuances of people leadership in a variety of areas including diversity and development, as well as project team through workforce effectiveness. Since the ability to get things done through people becomes increasingly important as an individual reaches higher levels of leadership, by following this MBA specialization, students who aspire to more senior positions will improve the likelihood that they will achieve their objective and be successful in leadership roles.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
MGT 5230 Operations Management

CAP 5240 Strategic Management (Capstone)

COM 5330 Organizational Communications
HMR 5360 Workplace Diversity
BUS 5802 Negotiations and Conflict Management
HMR 5806 Team and Employee Effectiveness
HMR 5810 Strategic Talent Management
MGT 5820 Project Management
DAT 5860 Leading Technology Strategy

LEADERSHIP IN DATA ANALYTICS SPECIALIZATION:

Our students are working in the new era of data. Students in the Leadership in Data Analytics Specialization will learn to effectively lead in a data-driven organization by becoming more effective at leveraging data to help them make better business decisions. Students in this specialization learn to become a more effective leader by leveraging analytics for improving insights and effective decision-making. They will learn about contemporary technologies such as data modeling and artificial intelligence and gain insight into how to ask the right questions of their organization's data to make better business decisions.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
LDR 5807 Ethical Leadership and Decision-Making
MKT 5851 Business and Marketing Intelligence
DAT 5860 Leading Technology Strategy
DAT 5861 Fundamentals of Data Modeling
DAT 5862 Leading in an Artificial Intelligence-Driven Economy
DAT 5863 Machine Learning
DAT 5864 Using Data to Drive Decision-Making
DAT 5866 Data Visualization
DAT 5867 Using Data Software and Tools

LEADERSHIP IN STRATEGY SPECIALIZATION:

The Leadership in Strategy Specialization will most benefit students who want to lead the development and execution of an organization's strategy. It is especially appropriate for entrepreneurs, leaders of businesses or business units who are responsible for creating sustainable competitive advantage through a unique set of capabilities across functional areas. Students will increase effectiveness by developing their capacity to think strategically, drive innovation, and manage tangible and intangible resources to fulfill the organization's mission and vision. Students will develop their ability to think strategically, to identify strategic opportunities, and appreciate the contributions of interconnected functions across a business in bringing strategy to life.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
STR 5200 Innovation and Risk
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
MGT 5230 Operations Management
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
FIN 5525 Corporate Financial Risk
LDR 5808 Leadership Agility
HMR 5810 Strategic Talent Management
DAT 5860 Leading Technology Strategy

LEADERSHIP IN GLOBAL SUPPLY CHAIN SPECIALIZATION:

The Leadership in Global Supply Chain Specialization is for professionals in any organization for which planning, shipping, and coordinating are key business activities. Students learn to look beyond their functional role to lead in the organization's supply chain as they learn about what is critical to an effective planning process. They delve into global logistical issues such as regional regulations, monetary concerns and export/import. They are exposed to supply chain trends and issues such as sustainability and ethics. As a result of completing this specialization, students position themselves to succeed in the growing industry of global supply chain.

Required Courses:

ACC 5110 Accounting for Decision-Making

LDR 5120 Effective Leadership
DAT 5140 Business Statistics and Analytics
BUS 5160 Global Business and Cultural Diversity
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
MGT 5230 Operations Management
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications
MGT 5560 Lean and Six Sigma
MGT 5562 Global Supply Chain Management
MGT 5563 Purchasing, Sourcing, and Contract Management
MGT 5564 Product Lifecycle Management
MGT 5820 Project Management

LEADERSHIP IN HEALTHCARE MANAGEMENT SPECIALIZATION

The Leadership in Healthcare Management Specialization prepares students for leadership roles within the complex, global landscape of the healthcare, medical device, and life sciences industries. Coursework is tailored to address the business of healthcare from a global, technology and innovation, regulatory, operations, analytics and financial perspective. Students strengthen their leadership skills through course work and case studies building from a foundational understanding of the industry landscape to how innovation and analytics drive growth and change throughout the industry. The student will also grow their knowledge of how regulations, health laws and complex policies govern the industry and influence strategies.

Required Courses:

ACC 5110 Accounting for Decision-Making
LDR 5120 Effective Leadership
STR 5130 Strategic Thinking
DAT 5140 Business Statistics and Analytics
ECO 5170 Economics for Leaders
FIN 5190 Financial Management
STR 5200 Innovation and Risk
MKT 5210 Marketing Strategy and Analytics
LDR 5220 Leading Organizational Change
CAP 5240 Strategic Management (Capstone)
COM 5330 Organizational Communications

FIN 5525 Corporate Financial Risk
BUS 5831 The Healthcare Landscape
FIN 5832 Advanced Topics in Healthcare Finance
MGT 5833 Healthcare Business Operations
BUS 5836 Business Law

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Additional Course Descriptions:

CRT/DAT 5861 FUNDAMENTALS OF DATA MODELING
(2 CRT or 3 DAT semester hours credit)

In this complex world, business processes continuously generate data in increasingly larger magnitudes. Business leaders face a challenging task of being able to properly analyze multi-dimensional data for insights to improve business outcomes. Data modeling is the first step in data analysis. In this course, business leaders will learn about various data modeling techniques and their application in business process automation. The ability to develop data modeling architecture for storing and processing data that provides better visualization and enforces various business rules ensuring the quality and security of the data is essential to gathering insights. CRT courses are offered in the Pilot Certificate Program, are in a compressed format, are designed with fewer hours, and is 2 semester hours credit.

CRT/DAT 5862 LEADING IN AN ARTIFICIAL INTELLIGENCE-DRIVEN ECONOMY
(2 CRT or 3 DAT semester hours credit)

Artificial Intelligence (AI), is leveraging machine learning with cognitive intelligence abilities for enhancing decision-making. AI will impact all segments of daily life and replace many tasks done by humans today. In this course, business leaders will learn the meaning, purpose, scope, stages, applications, and effect of AI on business. Fundamentals in deep learning techniques, data science processes, and how to apply AI to solve business challenges will be absolutely essential in order to remain competitive. Business leaders who understand AI capabilities and how to use them effectively will create value for their customers and become market winners. CRT courses are offered in the Pilot Certificate Program, are in a compressed format, are designed with fewer hours, and is 2 semester hours credit.

CRT/DAT 5863 MACHINE LEARNING
(2 or 3 semester hours credit)

In this course, business leaders will take a deeper dive into machine learning capabilities by understanding systems that can analyze large volumes of data for business insights and predictive analytics. Business leaders will develop linear and nonlinear machine learning techniques for data analysis that include leveraging tools such as algorithmic model, linear

algebra, statistics, computer modeling and systems automation. Business leaders will explore a variety of machine learning algorithms and practice using tools and principles that help to drive a competitive advantage. CRT courses are offered in the Pilot Certificate Program, are in a compressed format, are designed with fewer hours, and is 2 semester hours credit.
Required Prerequisite: CRT/DAT 5862

CRT/DAT 5864 USING DATA TO DRIVE DECISION-MAKING
(2 or 3 semester hours credit)

This course identifies and applies a disciplined approach to leveraging data to inform better decision-making. Business leaders will explore fundamental questions relating to data availability, level of confidence in the accuracy of data, and approaches to gathering insights out of data. We will explore both small data samples leveraging statistical tools (e.g. financial reporting data) as well as mega data repositories (e.g. IOT; social media) leveraging artificial intelligence, machine learning, and predictive analytics. Several decision-making models will be covered, including normative, descriptive, and prescriptive models; decisive, hierarchic, and integrative models; and hypothesis development for formulating the right questions. CRT courses are offered in the Pilot Certificate Program, are in a compressed format, are designed with fewer hours, and is 2 semester hours credit.

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Update – True and Correct Statement Signature and Title:

Max Reed
Senior Vice President, Degree Programs

Page 66 and 67:

Update –Leadership Team:

Delete Bryan J. Watkins

Add – Neil Holman, Chief Academic Officer

PhD, Educational Technology, University of Colorado
MS, Broadcasting, City University of New York
BS, Communication Arts/Education, University of Wisconsin-Madison