New England College
School of Graduate and Professional Studies

Community Quality Empowerment Opportunity

Master of Science in Management
Sustainability Online

amazeyourself transformyourworld
President of New England College
Michele Perkins, Ed.D.
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Sustainability has emerged as one of the most high-profile topics in business today.

Sustainable businesses strive to meet not only the needs of customers and investors, but also to make business decisions that incorporate ethical and green behavior. Corporate leaders increasingly recognize the need to align their policies and programs with responsible environmental and social decision-making. In short, green is red-hot, and the trend towards sustainability in for-profit business is growing.

From the triple-bottom line to corporate social responsibility, business is embracing sustainable practices in order to meet the demands of the increasingly aware consumer. New England College’s Master of Science in Management – Sustainability (MSS) online program is designed to prepare tomorrow’s corporate leaders for the challenges of doing business in an environment where communities and the environment are as important as profits.

I welcome you to New England College MSS concentration, and I invite you to explore how you can make the world a better place for future generations.

Sincerely,

Nelly Lejter, Ph.D.
Dean of Graduate and Professional Studies
New England College
School of Graduate and Professional Studies
Become the sustainability leader you aspire to be.

Interested in changing the world? The Master of Science in Management (MSM) – Sustainability online program at New England College (NEC) can help you become an agent of change through an examination of key concepts informing the triple bottom line. This concentration focuses on important issues in sustainability and the global economy: renewable energy, natural resources, environmental law, and the roles and responsibilities corporations have in the communities where they do business.

Discover innovative approaches to understand, research, and provide solutions to complex sustainability challenges. Join one of the few pure sustainability programs online at New England College.

Online, Convenient, Flexible

The NEC MSM – Sustainability online program consists of nine courses for a total of 36 credit hours. To complete the program in less than two years, you will take two online, seven-week courses per semester, focusing on one course at a time. This course delivery method is specifically designed for working professionals like you to make the most efficient use of your time and to optimize your learning experience.

You can start the program six times per year in spring, summer, or fall.
Learning Outcomes

Find out for yourself how New England College’s quality curriculum can enrich your career.

Learn to change the world, one corporation at a time. New England College’s Master of Science in Management – Sustainability 36 credit hour online program focuses on the skills required to understand the core issues of sustainability, change organizational mentality, and engage stakeholders to achieve the goal of providing for a better future.

This program includes an examination of alternative and renewable energy sources, the principals and models of sustainable business management, environmental law, community advocacy and corporate social responsibility. These elements provide the basis on which sustainable environmental solutions to the important economic, environmental, and social issues facing business in the 21st century can be developed.

The Master of Science in Management - Sustainability program addresses these competencies:

★ Connecting knowledge and skills to the impact of the organization’s practices and operations on the environment;
★ Assessing the elements of sustaining a healthy environment as a result of green management practices;
★ Making decisions as a result of a broad understanding of environmental issues and the policy and regulation that affect regional and global environmental problems;
★ Coordinating and integrating different perspectives to aid public and private bodies make informed decisions on sustainable energy and use of natural resources;
★ Understanding how environmental issues are addressed in different legal contexts and in the public and private sectors;
★ Evaluating the ways in which private companies, government, and not-for-profit organizations can work together to enhance the well being of communities in local settings as well as globally.
NEC’s curriculum provides a way for students to achieve their cherished lifelong learning goals.

The Master of Science in Management – Sustainability online program at New England College consists of nine courses for a total of 36 credit hours.

Below is a list of core courses, concentration, and the capstone project.

Core Courses

Organization Management and Leadership – 4 credits
This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them to analyze the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine effective leadership models. Topics include the evolution of leadership; the roles of strategy and vision in transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations, and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

Managerial Accounting and Finance for Leadership – 4 credits
This course equips students to more effectively and ethically lead and influence in situations where financial issues play a key role, with particular attention to public fiscal management. This course serves as an introduction to the concepts and principles of financial management and managerial accounting, focusing on the development and use of budgets for planning and control, demonstrating accountability, and establishing priorities within an organization.

Students will explore the tools and techniques available to maximize the use of scarce resources, and the implications of public funding and cost accounting for programs and initiatives within the organization.

Strategic Planning and Policy – 4 credits
This course will examine the process of strategic planning. Organizations are undergoing a series of revolutionary changes, including vertical integration, horizontal consolidation, strategic alliances, joint ventures, entrepreneurial startups, and development of specialized niche networks. This course will critically examine these changes, and discuss the various strategic decisions and managerial skills needed to confront them in a variety of forms. The primary focus of the course is on the strategy of the business unit - the foundational level for competitive analysis - and an analysis of the issues central to the firm’s short-term and long-term competitive success. Using a combination of case studies and industry field research, students will assume the roles of key decision-makers and/or advisors in analyzing these issues and offering recommendations for strategic change.

Concentration Courses

Sustainability in Practice: Renewable Energy – 4 credits
An overview of traditional and alternative energy sources, with a special focus on renewable energies, including hydropower, solar, wind, hydrogen, among others. Course content also addresses operational issues associated with the production, storage, transportation, distribution and use of energy, as well as discussing the trade-offs of various forms of energy in terms of their technological merits and economic viability.
Course Curriculum

Sustainability: Principles and Models – 4 credits
This course will focus on the discussion of the triple bottom line: people, planet, and profits. It will also examine the concept of the quadruple bottom line as a recently emerging trend in sustainability management. A blend of theory and real-world case studies presents core elements for creating long-term competitive advantage and growth within a sustainability model.

Sustainability in Practice:
Natural Resources, Environmental Law – 4 credits
Business leaders must develop a solid understanding of the vital rules and regulations associated with environmental law that affect all aspects of sustainable business management. This course focuses on ways to address issues of water use and pollution, air permits, hazardous waste Clean Air Act regulations and requirements, real estate construction and transaction issues, and environmental litigation. Of particular importance is the discussion of the National Environmental Policy Act of 1969 (NEPA) and of the constantly evolving legal issues that impact sustainable business practices.

Value Chain and Operations Strategy – 4 credits
This course emphasizes the effective operations strategy execution by discussing the multiple dimensions of operational management in sustainable operations. It presents traditional operational concepts, such as operational strategy, process and supply chain management, production and inventory management. Quality management tools, such as Six Sigma and TQM are also examined.

Sustainable Communities – 4 credits
Sustainable urban development practices aiming at building and fostering sustainable communities. The course investigates how multiple demographic, socio-cultural, political, economic, technological and environmental forces intertwine to shape community development practices locally, nationally and globally. The course focuses on an in-depth analysis on the impact of corporations in local communities and how the private and public sectors, together with not for profit organizations, can work together to foster well being and community development in the regions where they operate.

Capstone Project

Research Methods - 2 credits
This course will provide an overview of graduate level research for the capstone project in both the Master of Science in Management and the Master of Arts in Public Policy. Students will learn about the various methods of research in the discipline, research design, and proper formatting and writing of formal papers. Specific focus will be placed on topic development, developing a research outline, conducting a literature review, constructing an annotated bibliography, and proper citation styles that make use of the Chicago Manual of Style (for MAPP students) and the APA style (for MSM students). This course will provide all students the tools to do research and, in addition, will prepare them for the final capstone project to be developed in the subsequent Strategic Capstone course.

Strategic Capstone - 2 credits
The Strategic Capstone has two main components: a research phase and a final project report and presentation phase. Students draft their problem statements and research ideas during a research methods course, and then produce research, arguments and solutions that will approach solving the problem.

Each student will undertake a major investigation of a real and substantial challenge that exists either in the workplace or as a matter of public policy. The project may be related to the student’s own experience or in a field in which the student hopes to secure employment. Developed in a problem-and-solution format, the student is expected to use extensive research into best practices and associated methodologies. The product of this work is a comprehensive written plan for implementing the solution. The report is also submitted as a PowerPoint presentation with accompanying notes, demonstrating the student’s ability to convey the significance and the results of research and planning to key stakeholders in the problem-solution set that the student has investigated.
Students have an opportunity to excel academically.

New England College (NEC) has a rich tradition of academic excellence. Our online programs are designed for professionals who have already achieved success in their careers and who want to enrich their knowledge with advanced study.

We understand how important it is to be able to pursue a graduate degree without disrupting your career or uprooting your family. NEC’s programs satisfy those needs, while delivering a highly respected online degree that is as demanding and rewarding as our traditional on-campus programs.

The Convenience of Learning Online

Online learning can be even more satisfying than traditional classroom learning because it focuses on you. You learn from the convenience of your home or office, at the time of day that suits you, while maintaining communication with faculty and fellow students. Here are some examples of the many benefits of e-Learning.

Flexible scheduling

E-Learning is designed for busy professionals like you. You plan your study time around your schedule and work at your own pace. The program is based on an innovative, asynchronous model, so there is no need to disrupt your work and family life. Your instructor lays out the course in a detailed schedule, so you know what to expect and how to prepare.

Accessible resources

All printed materials and textbooks are conveniently delivered to you before the start of each seminar. Our extensive online library and resource center is available 24 hours a day, 7 days a week, all year long. Many students report that using the online library is easier and more convenient than visiting a traditional “bricks-and-mortar” library.

Immediate responses

With just a click, you can send questions or requests to professors, fellow students, and student services advisors. Our faculty and staff will respond within 24 hours.

Intimate classes

You will progress through the program with a small group of 12 to 15 fellow students. This cohort system ensures that you are part of a community of your peers, a community that provides support, challenges your abilities, and encourages discussion.

Individual attention

Because the virtual class size is so small, you will receive individual attention from your professors. They are experienced professionals who are also highly trained in online instruction. Your instructor also serves as a group instructor who encourages you and your classmates to develop into a learning community eager to engage in discussions of current issues and realistic scenarios.
The NEC community is committed to offering personal support and attention to each student.

Helping our master’s degree candidates is the goal of each member of the New England College (NEC) online learning team. We are here to help you every step of the way by providing you with:

1. Your own personal Enrollment Advisor;
2. Your own personal Student Services Advisor;
3. Your own personal Instructor;
4. NEC’s most highly regarded Faculty;
5. Helpful live technical support. You will be able to talk with a highly qualified professional technician whose goal is to provide you with helpful friendly advice on resolving your hardware and software issues.

This program has been structured for those seeking both challenging graduate studies and the tools needed by legal and financial services professionals. Integral to this degree is the online collaboration among you, your small group and instructor, and the outstanding NEC faculty members, all in the privacy and convenience of your home or office.
Admission Requirements

New England College gives you the opportunity to fulfill your goals.

- **Domestic Students**
  - Applicants should have a bachelor’s degree from a college or university in the United States, accredited by one of the six regional accrediting bodies.

- **International Students**
  - Applicants should have the equivalent of a U.S. bachelor’s degree.
  - Students are required to use a credentialing organization such as WES.org, ECE, or ACCRO.
  - Students for whom English is not their first language may require a TOEFL score of 550 (pbt), 213 (cbt), 80 (ibt) or IELTS 6.5.

- **All Students**
  - Depending on your undergraduate course of study, prerequisite courses may be required.
  - Applicants should have an undergraduate GPA of 2.75 or higher based on a 4.0 grading scale; applicants with a score lower than 2.75 will be considered for admission on a case-by-case basis depending on professional accomplishments and work experience.
New England College gives you the opportunity to advance with relevant, practical, and affordable education.

The tuition fee includes:

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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Application Fee</td>
<td>$90</td>
</tr>
<tr>
<td>Total Tuition: (36 credit hours)</td>
<td>$23,040</td>
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<tr>
<td>Books:</td>
<td>$800*</td>
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<tr>
<td>Graduation Application Fee</td>
<td>$150</td>
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<tr>
<td><strong>Grand Total:</strong></td>
<td><strong>$24,080</strong></td>
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Cost per credit hour = $640  
Course Tuition = $2,560

Course tuition is due on a course by course basis and must be paid at the start of each class. Students using financial aid, should have all requirements complete prior to the start of class.

*Approximate book cost. This is based on the purchase of new copies from the NEC Bookstore.

All prices are subject to change without prior notice. The prices provided by the Admissions Department are for the current academic year and may be changed for future academic years.

Financial Aid

The ability to pay for your education is an important consideration. Our Admissions Office can assist you in exploring alternative financing options. If you are a resident of the United States and want to apply for financial aid, please complete a Free Application for Federal Student Aid (FAFSA), which can be obtained from the FAFSA website at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Students may be eligible for a range of loans available specifically for graduate study and are encouraged to apply. Financial aid eligibility is renewed each year, and revisions or adjustments are made to ensure that aid is proportionate with each family’s financial circumstances.

Employer Tuition Assistance

Many organizations offer employee tuition assistance and, in some cases, cover 100 percent of tuition costs. Programs and policies vary among employers. Consult your human resources department to learn more about employer tuition assistance at your organization.

1.866.817.2226 Ext. 3321 (U.S./Canada) ★ +1.647.723.6680 Ext. 3321 (International)
Frequently Asked Questions

We are here to support you and answer your questions from enrollment to graduation.

How is NEC accredited?
New England College (NEC) is accredited by the New England Association of Schools and Colleges. For more information, visit www.neasc.org.

Is the online graduate degree any different from degrees earned on campus?
No, you will receive the same degree and your diploma is the same as the on-campus student diploma.

How many credits and courses do I take each term?
There are six terms per year with one course offered per term. Each course is worth four credit hours. In total, you must complete nine terms to earn your degree.

How much does the online graduate program cost?
The online graduate program is competitively priced. See tuition and fees on page 9. For more information, please contact our Enrollment Advisors.

How much time is required for the online graduate programs?
The online graduate programs are designed for working professionals with demands of work and home. Most students require 15 to 20 hours of study per week. Your instructor will help keep you on track and the small groups will be a tremendous source of support.

Do I need to take the GRE, GMAT or other standardized tests?
No, standardized tests are not required for entry into the online graduate programs. Admission is based on your experience and professional accomplishments.

Do you accept transfer credits?
We will assess transfer credits that may reduce the total number of credits required to complete the program, up to six credits. This will be done on a case-by-case basis. NEC does not grant credit for work experience.
Since 1946, New England College has been providing learners with a rigorous, quality education.

New England College (NEC) was created in 1946 to serve the educational needs of service men and women after the Second World War. It pioneered the three year baccalaureate degree that combined critical thinking skills from the arts and sciences with practical and professional education in business and engineering. From the beginning, NEC students studied hard, played hard, and graduated to become responsible and highly productive citizens.

NEC has retained its mission to be a pragmatic liberal arts and professional college, committed to understanding the needs of all humanity in an interconnected world. It seeks to develop self-confident, informed individuals able to find their way to a rewarding life with professional success and personal service. Students drawn from a range of social and cultural backgrounds choose among academic and professional disciplines, and enhance their learning through a broad range of internships.

In the coming decade, NEC will build on its strengths and the values of its founders while embracing the social, technological, and ethical challenges of contemporary civilization. NEC will provide a liberal arts education for the twenty first century. Human rights and social responsibility will remain crucial to our learning and living community, where students will make reasoned academic choices and explore imaginative career options, with a maximum use of alumni connections. Recently the College has grown from 700 to 1,000 undergraduates and from 75 to 1,100 graduate students, while adhering to the philosophy of our founders by providing curricular and co-curricular programs for integrated learning with respect for diversity of thought and expression. NEC alumni will always be positioned to address the world boldly and successfully as they go out from and return to their alma mater.

Accreditation

NEC is fully accredited by the New England Association of Schools and Colleges through its Commission on Institutions of Higher Education.

New England College is ranked as one of the top online degree programs in 2013.

Statement of Fair Practices

NEC prohibits discrimination on the basis of race, color, creed or religion, national origin, sex, sexual orientation, age, marital status, pregnancy, veteran’s status, or disability in regard to treatment, access to, or employment in its programs and activities, in accordance with federal and state laws and regulations. In compliance with the Americans with Disabilities Act (ADA), individuals with disabilities needing accommodation should contact the ADA compliance officer.
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