INTEGRATED ACADEMIC, CURRICULAR, CAREER & FEDERAL LITIGATION COMPENDIUM

HERZING UNIVERSITY MSN-DE TO MS-HHS MASTER COMPENDIUM (VOLUMES I – X)

Complete Graduate Syllabi (HH 630, HH 620, & 77-Credit MSN-DE), Program & Credit Equivalency Audits, Sequential Education & Autonomous APRN Blueprint, Tri-Jurisdictional Damages Analysis (Federal, Wisconsin, & Florida), Verified Federal Complaint, Attorney Outreach Package, Pro Se ESI Preservation Motion, Supplemental Judicial Orders, & Master Lifecycle Roadmap

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Respondent Institution	**Herzing University, Inc.** (OPE ID: 00962100 / IPEDS UnitID: 240392) Corporate HQ: 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203 | Main Campus: 5218 E. Terrace Dr., Madison, WI 53718
Primary Judicial & Agency Dockets	U.S. District Court, Middle District of Florida (Ocala Division) | U.S. DOE OCR Case No. 05-26-2347 | U.S. DOJ Civil Rights Ref. 766398-JVT | Herzing SAP Case 00542344 | EthicsPoint Key 607735433401 | Meazure Ticket 7407283
Academic & Equivalency Standing	**40.00 Earned Herzing Credits** | **4.00 Foundational Science GPA** (SC 154 & SC 254 Grade A) | **3.55 Corrected Cumulative GPA** | **21 of 31 MS-HHS Credits Satisfied (67.74%)** — Leaving 10 Credits (HH 620, HH 630, HH 690) for May 2027 Conferral
Total Compendium Volume Count	**10 Integrated Volumes** | **137 Total Numbered Pages (1 of 137 Style)** | **52,597+ Words**
Live Digital Repositories	**HUADA+ Evidentiary Portal:** https://huadaplus.netlify.app/ **Google Drive PDF Compendium Folder:** https://drive.google.com/drive/folders/1SM9J_3nST2d6OjskJZSSu9B2gs-7RD3R **Gemini NotebookLM Hub:** MSNDE to HHS Master Notebook

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VOL I — CW. 10.18. Herzing HH 630 and HH 620. Chavon Wright. Graduate Syllabus

Cloud Source Link: CW. 10.18. Herzing HH 630 and HH 620. Chavon Wright. Graduate Syllabus (Google Docs Live Edition) | **Scope:** Master Course Syllabus, Textbooks, Competencies, Faculty & Weekly Prompts for HH 630 & HH 620

HERZING UNIVERSITY — GRADUATE SYLLABUS: HH 630 & HH 620

Program: Master of Science in Health and Human Services Leadership (MS-HHSL)
Institution: Herzing University — Online Division (in association with the Madison, Wisconsin Main Campus, 5218 East Terrace Drive, Madison, WI 53718; Administrative Offices: 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203; Toll-Free: 1-800-596-0724)
Institutional Accreditation: Accredited by the Higher Learning Commission (HLC) (800-621-7440)

Delivery Modality & Session Structure: 100% Online via Herzing Canvas Learning Management System (LMS) | 8-Week Modular Sessions (No external fieldwork, clinicals, or proctored webcam testing required)

PART I: ORIGINAL INTEGRATED GRADUATE SYLLABUS TEXT (VERBATIM PRESERVATION)

📋 INTEGRATED MASTER GRADUATE SYLLABUS DOSSIER: HH 630 & HH 620
This comprehensive document consolidates all academic requirements, regional accreditation metrics, strict textbook ISBN registries, literature indexes, and granular assignment prompts for HH 630 and HH 620 within the Master of Science in Health and Human Services Leadership program at Herzing University.

🏛️ SECTION 1: MASTER COURSE EXPANSION — HH 630

1.1 Official Catalog Identity & Parameters

- Course Code: HH 630
- Course Title: Strategic Planning and Program Evaluation
- Academic Level: Graduate (Core Master's Requirement)
- Semester Credit Hours: 4.00 Credits
- Contact Hours Breakdown: 60 / 0 / 0 / 60 (60 Lecture Hours / 0 Lab Hours / 0 Practicum Hours / 60 Total Contact Hours)
- Prerequisites / Corequisites: None
- Official Catalog Description: This course focuses heavily on the foundational principles and hands-on practices of strategic framework construction within health and human service organizations. Key components include learning how to critically evaluate organizational missions, long-term goals, and structural environments; reviewing varied types of healthcare leadership hierarchies to optimize program delivery; applying ethical frameworks directly to management, programming, and service coordination; designing, launching, and managing strategic plans for multi-layered programs and projects; and executing systematic evaluations and data reviews to measure program efficacy and ensure all services align tightly with broader organizational values.

1.2 Required Course Textbooks & ISBN Registry

- Primary Text 1 (Strategic Planning Component):
- Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement
- Authors: John M. Bryson and Bert George
- Edition/Year: 6th Edition (2024)
- Publisher: John Wiley & Sons
- ISBN-13: 978-1119741510 / ISBN-10: 1119741510
- Primary Text 2 (Program Evaluation Component):
- Program Evaluation: Methods and Case Studies
- Authors: Kenneth J. Linfield and Emil J. Posavac
- Edition/Year: 9th Edition (2018)

- Publisher: Routledge
- ISBN-13: 978-1138103634 / ISBN-10: 1138103632

1.3 Course Competencies & Institutional Grading Standards
Assignments are evaluated using formal matrixes mapped to professional public health and human services leadership standards. Students must demonstrate proficiency across five core competencies:

1. Strategic Assessment: Advanced ability to analyze an organization's existing mission statement, long-term operational goals, and systemic micro/macro structural environments.
2. Organizational Hierarchy Review: Competence in examining how healthcare leadership structures and reporting channels affect overall program delivery efficiency.
3. Ethical Decision Matrices: Advanced execution of multi-lens ethical frameworks applied directly to management practices, budget deficits, and regional service coordination.
4. Program Implementation Project: Mastery of structural rollout strategies, timeline dependencies, personnel requirements, and budget boundary management for new social initiatives.
5. Data Evaluation System: Design capability for quantitative and qualitative data collection methods to evaluate program efficacy, guarantee data validity, and ensure long-term alignment with organizational values.

1.4 Week-by-Week Scaffolding & Granular Assignment Prompts

- Weeks 1–2 Milestone: Environmental PESTLE & SWOT Matrix Audit
- Prompt Detail: Select a real or hypothetical healthcare/human services organization. You are required to research and build a highly structured, data-supported environmental scan. The analysis must formally evaluate regional regulatory changes, labor shortfalls, local economic realities, and technology gaps. You must conclude with a comprehensive evaluation of how well the organization’s current activities match its official public mission statement.
- Twice the Detail: This milestone mandates an un-redacted SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analytical dashboard. You must extract empirical data points—such as regional healthcare labor shortage statistics, state Medicaid reimbursement updates, and localized socioeconomic trend lines. The document must culminate in a 1,500-word critical audit that evaluates whether the organization's current field activities, capital expenditures, and clinic footprints strictly support or actively diverge from its official public-facing mission statement.
- Weeks 3–4 Milestone: Leadership Hierarchy & Authority Flow Analysis
- Prompt Detail: Draft a comparative analysis contrasting a hierarchical/bureaucratic management structure with a flat/functional structure. You must submit an organization chart map illustrating exactly where operational communication delays and bottlenecks occur when launching a public program initiative.
- Twice the Detail: This project requires the creation of two functional, visual organizational charts mapping a multi-tiered healthcare network. Chart A must depict a highly centralized, bureaucratic hierarchy; Chart B must map a decentralized, matrixed multidisciplinary layout. Alongside these charts, you must author an explicit structural analysis detailing exact operational bottleneck indicators. You must trace how an administrative directive travels from executive leadership down to frontline caseworkers, identifying specific delay points in authority, checking communication friction, and recommending optimized reporting paths to accelerate new service delivery.

- Week 5 Milestone: Multi-Lens Ethical Resolution Brief
- Prompt Detail: Analyze an administrative crisis scenario involving severe resource constraints (e.g., a sudden 30% reduction in federal grant funds forcing a clinic to ration vital community services). You must write an executive brief running the crisis through distinct ethical frameworks (utilitarianism vs. deontology) to justify and defend your ultimate policy choice.
- Twice the Detail: You are placed into a high-stakes executive crisis scenario: your organization has sustained a immediate, non-negotiable 30% reduction in federal grant funding, forcing an immediate rationing of vital community services (e.g., local opioid treatment or low-income maternal care). Your submitted executive brief must run this crisis through distinct ethical decision-making frameworks. You must contrast a Utilitarian calculation (maximizing the greatest good for the largest number of clients by cutting high-cost individual treatments) against a Deontological framework (adhering to absolute duty and rights regardless of cost metrics). The final brief must explicitly state and defend your operational policy choice, detailing risk mitigation tactics for the displaced client populations.
- Weeks 6–7 Milestone: Scaffolded Program Implementation & Project Plan
- Prompt Detail: Act as a newly appointed program director and draft a rollout manual for a fresh social or health initiative. Your project manual must detail: a comprehensive timeline chart with logical task dependencies, explicit personnel requirements, target audience community marketing efforts, and strict fiscal budget constraints.
- Twice the Detail: Operating as a senior program director, you will draft an institutional rollout manual for a new public service initiative (such as a mobile health van or a community mental health outpatient pilot). This manual must contain: a granular 12-month implementation timeline utilizing Gantt chart logic to show step dependencies; a comprehensive staffing plan defining roles, credentials, and full-time equivalent (FTE) calculations; a targeted community outreach and marketing strategy for vulnerable populations; and a comprehensive fiscal budget detailing initial startup costs, variable operational expenses, and projected revenue or grant renewal targets.
- Week 8 Milestone: The Technical Program Evaluation System
- Prompt Detail: Create a comprehensive auditing model to measure your program's efficiency and success. The final document must detail your precise quantitative performance metrics (such as client recidivism percentages or intake cycle times), your scheduled qualitative touchpoints (such as focus groups), and a permanent data feedback loop for continuous quality improvement.
- Twice the Detail: The capstone assignment of HH 630 requires the complete creation of an objective evaluation matrix designed to prove program efficacy to stakeholders and grant boards. Your system must detail: precise quantitative Key Performance Indicators (KPIs) (e.g., client readmission rates, clinical intake processing times, cost-per-encounter ratios); structured qualitative data touchpoints (e.g., patient focus group templates and semi-structured interview protocols); a detailed data validity protection plan to minimize measurement bias; and an active continuous quality improvement (CQI) loop that explains how evaluation data will automatically trigger operational adjustments.

1.5 HH 630 Secondary/Additional Reading Materials

- Centers for Disease Control and Prevention. (1999). Framework for program evaluation in public health. MMWR Recommendations and Reports, 48(RR-11), 1-40.

- Wholey, J. S., Hatry, H. P., & Newcomer, K. E. (2010). Handbook of practical program evaluation (3rd ed.). Jossey-Bass.

1.6 HH 630 APA References (7th Edition)

- Bryson, J. M., & George, B. (2024). Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement (6th ed.). John Wiley & Sons.
- Linfield, K. J., & Posavac, E. J. (2018). Program evaluation: Methods and case studies (9th ed.). Routledge.

🏛️ SECTION 2: MASTER COURSE EXPANSION — HH 620

2.1 Official Catalog Identity & Parameters

- Course Code: HH 620
- Course Title: Leadership and Multidisciplinary Teams
- Academic Level: Graduate (Core Master's Requirement)
- Semester Credit Hours: 3.00 Credits
- Contact Hours Breakdown: 45 / 0 / 0 / 45 (45 Lecture Hours / 0 Lab Hours / 0 Practicum Hours / 45 Total Contact Hours)
- Official Catalog Description: This course focuses on developing advanced leadership skills, communication frameworks, multidisciplinary team management, and burnout prevention strategies in health and human services.

2.2 Required Course Textbooks & ISBN Registry

- Primary Text 1: Leadership: Theory and Practice (9th ed., 2021) by Peter G. Northouse (SAGE, ISBN 978-1544397566).
- Primary Text 2: Leadership in Human Services: How to Lead and Manage Effective Networks (1st ed., 2015) by Rufus Sylvester Lynch (Oxford, ISBN 978-0190214340).

2.3 Course Competencies & Institutional Grading Standards

1. Style Diagnostics, 2. Team Management Case Studies, 3. Change-Monitoring Exercises, 4. Burnout Prevention Planning.

2.4 Week-by-Week Scaffolding & Granular Assignment Prompts

- Weeks 1–2: Leadership Self-Assessment & Behavioral Profile (Detailed comparative behavioral profile and workplace friction analysis).
- Weeks 3–4: Inter-Departmental Conflict Case Study (Stakeholder power/interest matrix and mediation protocol).
- Weeks 5–6: Institutional Change Management Blueprint (Readiness assessment and phased rollout plan).
- Weeks 7–8: Workforce Attrition & Burnout Prevention Plan (Caseload formulas and peer support protocols).

2.5 HH 620 Secondary/Additional Reading Materials

- Kotter, J. P. (2012). Leading change. Harvard Business Review Press.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience. World Psychiatry, 15(2), 103-111.

2.6 HH 620 APA References (7th Edition)

- Lynch, R. S. (2015). Leadership in human services. Oxford University Press.
- Northouse, P. G. (2021). Leadership: Theory and practice. SAGE Publications.

🔒 SECTION 3: SYSTEM CURRICULUM DISCLOSURE
Internal datasets and grading rubrics are available via the Herzing Canvas LMS.

PART II: PROGRAM ARCHITECTURE, FACULTY DIRECTORY, & CREDENTIALING METRICS

2.1 Master of Science in Health and Human Services Leadership (MS-HHSL) Program Overview

Per the Herzing University MS-HHSL Program Specification, the Master of Science in Health and Human Services Leadership is a 31.00-semester-credit graduate degree designed to prepare behavioral health, social service, and healthcare practitioners to advance into executive, management, and program leadership positions.

- **Total Program Credits:** 31.00 Semester Credit Hours (10 required courses; 9 three-credit courses and 1 four-credit course)
- **Standard Completion Timeline:** 12 Months (3 full-time 16-week semesters divided into six 8-week modular sessions)
- **Modality & Proctoring Specification:** 100% Online asynchronous instruction delivered via Canvas LMS; zero required field practicums, clinical hours, or third-party webcam proctoring platforms
- **Tuition & Resource Fee Structure:** $630.00 per semester credit hour ($19,530.00 base tuition; up to 12.00 graduate transfer credits permitted at a savings of $7,560.00; $555.00 per-semester Learner Resource Fee covering all digital VitalSource textbooks and courseware)
- **Career & Labor Market Alignment:** Prepares graduates for Social and Community Service Manager roles (U.S. Bureau of Labor Statistics median wage: $86,100/year or $41.39/hour; projected 7% employment growth from 2025–2035) (Herzing MS-HHSL Program).

Course Code	Official Catalog Course Title	Credits	Contact Hours	Core Curricular Focus & Verbatim Catalog Scope
HH 500	Foundations of Health and Human Services Management	3.00	45 Lecture	Historical evolution, ethical foundations, community resource assessment, state/federal laws, and organizational service delivery across disciplines (Herzing MS-HHSL).
HH 510	Inquiry and Information Literacy	3.00	45 Lecture	Research methodologies, technology tools, ethical human subject research standards, evidence-based advocacy, and emerging human services trends (Herzing MS-HHSL).
HH 600	Communication in Health and Human Services	3.00	45 Lecture	Communication theories, accessible strategies for diverse populations, public health dissemination channels, cultural intelligence, and health literacy (Herzing MS-HHSL).

Course Code	Official Catalog Course Title	Credits	Contact Hours	Core Curricular Focus & Verbatim Catalog Scope
HH 610	Planning and Fiscal Management	3.00	45 Lecture	Financial planning tools, operational budget construction, reporting/logging practices, stakeholder budget communication, and grant opportunity evaluation (Herzing MS-HHSL).
HH 620	Leadership and Multidisciplinary Teams	3.00	45 Lecture	Advanced leadership skills, communication/leadership styles, internal/external multidisciplinary team management, change monitoring, and burnout prevention (HH 620 Catalog).
HH 630	Strategic Planning and Program Evaluation	4.00	60 Lecture	Organizational mission/goal analysis, leadership structure assessment, ethical decision-making, program strategy implementation, and systematic evaluation (Herzing MS-HHSL).
HH 690	Capstone	3.00	45 Lecture	Final program project demonstrating application, analysis, integration, and evaluation in a real-world project or simulation (Herzing MS-HHSL).
MSW 510	Perspectives on Diversity and Global Society	3.00	45 Lecture	Ecological and social justice theories, DEI vs. equality, individual/institutional/structural discrimination, reflective practice, cultural humility, and intersectionality (Herzing MS-HHSL).
MSW 521	Generalist Practice with Organizations/Community	3.00	45 Lecture	Direct social work theories for groups/communities, clinical supervision and management impacts on client outcomes, and NASW Code of Ethics in macro/mezzo/micro practice (Herzing MS-HHSL).
MSW 540	Social Policy and Services	3.00	45 Lecture	Federal, state, and local social policy analysis, advocacy, and development across poverty, child welfare, aging, veterans, healthcare, mental health, and justice systems (Herzing MS-HHSL).

2.2 Program Leadership & Potential Graduate Instructors Directory

The following program chairs, academic administrators, and graduate faculty members hold terminal or master's credentials in behavioral health, social work, public health, health administration, and organizational leadership at Herzing University (Herzing MS-HHSL Program, Herzing Graduate Faculty Listing):

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	Relevant Course Alignment (HH 630 / HH 620 / MS-HHSL)

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	Relevant Course Alignment (HH 630 / HH 620 / MS-HHSL)
Dr. Chadwick Church, PsyD ("Dr. C")	Program Chair — Health and Human Services	Psy.D. (Psychology); recipient of Applied Doctoral Project of the Year Award (Herzing MS-HHSL)	Direct Program Chair overseeing HH 500, HH 510, HH 600, HH 610, HH 620, HH 630, and HH 690 curriculum and instruction.
Dr. Elizabeth Wilson, PhD, MSW	Professor & Program Chair — Social Work	Ph.D. (Social Work), M.S.W. (Social Work), B.E.S. (Education & Counseling Psychology), University of Missouri-Columbia (Graduate Faculty PDF)	Program Chair overseeing interdisciplinary MSW 510, MSW 521, and MSW 540 courses and macro social work leadership.
Dr. Sarah Olson, PhD	Assistant Professor & Program Chair — Healthcare Online	Ph.D. (Healthcare Administration) (Herzing Health Sciences, Faculty Listing PDF)	Program Chair for Healthcare Administration and Health Sciences; interdisciplinary alignment with HH 630 and HH 620.
Dr. David Steele, JD	Associate Vice President of Academic Affairs / Professor & Department Chair	J.D. (Law), Florida Coastal School of Law (Herzing Catalog, Faculty Listing PDF)	Senior academic affairs leadership, graduate transfer credit pre-approvals, and institutional policy oversight.
Dr. Hyacinth McKee, DBH, MSW	Professor (Full-Time Graduate Faculty)	D.B.H. (Behavioral Health), Arizona State University; M.S.W., Southern University of New Orleans; B.A. (Sociology), Xavier University (Graduate Faculty PDF)	Behavioral health leadership, multidisciplinary care integration, and community social work (HH 620, HH 630, MSW 510–540).
Dr. KaRon Spriggs-Bethea, DSW, MSW	Adjunct Professor (Graduate Faculty)	D.S.W. (Social Work), Capella University; M.S.W., University of Pittsburgh; B.A. (Sociology/Psychology), Washington & Jefferson College (Graduate Faculty PDF)	Human services network administration, social policy, and clinical/macro team leadership (HH 620, HH 630, MSW 521).
Dr. Thomas Chalmers McLaughlin, PhD, MSW	Adjunct Professor (Graduate Faculty)	Ph.D. (Criminal Justice & Social Policy), Union Institute & University; M.S.W., University of New England; B.A. (Sociology), Univ. of Southern Maine (Graduate Faculty PDF)	Social policy evaluation, program evaluation methodology, and agency strategic planning (HH 630, MSW 540).
Dr. Dorothy Jimenez, DM, MSW	Adjunct Professor (Graduate Faculty)	D.M. (Organizational Management), University of Phoenix; M.S.W. & B.A. (Social Work), Colorado State University (Graduate Faculty PDF)	Organizational hierarchy analysis, strategic management, and human services team leadership (HH 620, HH 630).

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	Relevant Course Alignment (HH 630 / HH 620 / MS-HHSL)
Prof. Stephanie Parsons, MSW, BSW	Adjunct Professor (Graduate Faculty)	M.S.W. & B.S.W. (Social Work), University of Missouri-Columbia; B.S.W., University of Wyoming (Graduate Faculty PDF)	Community practice, agency service coordination, and social work supervision (HH 620, MSW 521).
Prof. Nichole Schoonover, MSW, BSW	Adjunct Professor (Graduate Faculty)	M.S.W. (Social Work), Washington University in St. Louis; B.S.W., William Woods University (Graduate Faculty PDF)	Program evaluation, multidisciplinary case coordination, and burnout prevention (HH 620, HH 630).
Dr. Julie Zeno, PhD, MSW	Adjunct Professor (Graduate Faculty)	Ph.D. (Biblical Psychology), The Hope Bible College; M.S.W. (Social Work), Grambling State University (Graduate Faculty PDF)	Behavioral health counseling, multidisciplinary team dynamics, and diversity practice (HH 620, MSW 510).
Dr. Kristen Dickerson, PhD, MSN	Professor (Full-Time Graduate Faculty)	Ph.D. (Public Health), Walden University; M.S.N. (Public Health Nursing), Walden University; B.S. (Microbiology), Ohio University (Graduate Faculty PDF)	CDC public health evaluation frameworks, epidemiological needs assessment, and program evaluation (HH 630).
Dr. Dawn Ide, DHA, MS	Adjunct Professor (Graduate Faculty)	D.H.A. (Health Administration), Walden University; M.S. (Health Care Administration) & B.S. (Psychology), King's College (Graduate Faculty PDF)	Healthcare strategic planning, PESTLE/SWOT environmental scanning, and health systems governance (HH 630, HH 610).
Dr. Michael Holway, DHA	Adjunct Associate Professor (Graduate Faculty)	D.H.A. (Health Administration), Capella University (Graduate Faculty PDF)	Health systems administration, organizational structure design, and quality improvement (HH 630).
Dr. Jindriska Vesela, DHA, MS	Adjunct Assistant Professor (Graduate Faculty)	D.H.A. (Health Administration) & M.S. (Leadership Coaching Psychology), Capella University (Graduate Faculty PDF)	Leadership style diagnostics, executive coaching psychology, and multidisciplinary team mediation (HH 620).
Dr. Gary Hanney, DBA, MBA	Adjunct Associate Professor (Graduate Faculty)	D.B.A. (Management, Healthcare Administration), Argosy University; M.B.A., Wayland Baptist University (Graduate Faculty PDF)	Fiscal budgeting, strategic management, and healthcare operational rollout (HH 610, HH 630).
Dr. Kasey Ingram Jechura, EdD, MA	Adjunct Associate Professor (Graduate Faculty)	Ed.D. (Organizational Leadership) & M.A. (Marriage and Family Therapy), Argosy University (Graduate Faculty PDF)	Organizational leadership theory, inter-departmental conflict mediation, and family systems (HH 620).

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	Relevant Course Alignment (HH 630 / HH 620 / MS-HHSL)
Dr. Michelle Larson, PhD, MPA	Adjunct Assistant Professor (Graduate Faculty)	Ph.D. (Philosophy) & M.P.A. (Public Affairs), University of Minnesota; B.S. (Health Promotion), University of Wisconsin (Graduate Faculty PDF)	Ethical decision matrices (utilitarianism vs. deontology), public affairs strategic planning, and health promotion (HH 630).

PART III: COMPREHENSIVE SYLLABUS EXPANSION — HH 630: STRATEGIC PLANNING AND PROGRAM EVALUATION

3.1 Official Verbatim Website & Catalog Course Description Comparison

- **Herzing University MS-HHSL Website Description (4.00 Credits):** "This course focuses on the principles and practices of strategic planning and program evaluation within the health and human services field. Students will learn to analyze organizational missions and goals, assess various types of organizations and leadership structures, and apply ethical decision-making skills. The course emphasizes the development and implementation of strategic strategies for programs and projects, conducting thorough evaluations to ensure effectiveness, and alignment with organizational values and services." (Herzing MS-HHSL Program).
- **Credit Hour & Time Commitment Specification:** Per the Herzing University Graduate Catalog Credit Hour Policy, each online semester credit hour requires a minimum of 45 hours of academic engagement. As a 4.00-credit course delivered over an 8-week modular session, HH 630 requires **180 total hours of academic engagement** (approximately **22.5 hours per week** of reading, environmental data collection, discussion board interaction, strategic plan drafting, and evaluation matrix construction).

3.2 Deep-Dive Textbook & Secondary Literature Breakdown (HH 630)

A. Primary Text 1: Bryson & George (2024) — *Strategic Planning for Public and Nonprofit Organizations* (6th Edition)

- **Bibliographic & Publisher Registry:** John M. Bryson (McKnight Presidential Professor Emeritus, Hubert H. Humphrey School of Public Affairs, University of Minnesota) and Bert George (Professor in Public Management, Department of Public and International Affairs, City University of Hong Kong; former Editor of *Public Administration Review*). Published July/August 2024 by John Wiley & Sons, 592 pages. Catalog Syllabus ISBN-13: 978-1119741510 / ISBN-10: 1119741510; Wiley 2024 Print Hardcover ISBN-13: 978-1-394-27402-4 ($79.00); Wiley VitalSource E-Book ISBN-13: 978-1-394-27403-1 ($63.00, included via Herzing Learner Resource Fee).
- **Core Theoretical Model — Bryson's 10-Step Strategy Change Cycle (Penn State PADM 516, MBA Knowledge Base):**
- Step 1: Initiate and agree on a strategic planning process (negotiating agreement with internal/external decision-makers and coalitions).
- Step 2: Identify organizational mandates (formal and informal statutory, charter, regulatory, and grant requirements).
- Step 3: Clarify organizational mission and values (stakeholder analysis and public value proposition).

- Step 4: Assess the external and internal environments to identify strengths, weaknesses, opportunities, and threats/challenges (SWOT and PESTLE monitoring).
- Step 5: Identify the strategic issues facing the organization (fundamental policy questions affecting mandates, mission, service level, financing, structure, or management).
- Step 6: Formulate strategies to manage the issues (five-part strategy development process and logic modeling).
- Step 7: Review and adopt the strategic plan or plans (building coalitions of support and formal executive/board enactment).
- Step 8: Establish an effective organizational vision (vision of success for implementation).
- Step 9: Develop an effective implementation process (action plans, Gantt schedules, staffing FTEs, budgets, and direct/staged implementation).
- Step 10: Reassess strategies and the strategic planning process (continuous quality monitoring and institutional learning).

- **Complete Verified Table of Contents (Wiley 6th Edition Official TOC):**

- **Part One: Understanding the Dynamics of Strategic Planning (pp. 1–80)**

- Chapter 1: Why Strategic Planning Is More Important Than Ever (pp. 3–36)
- Chapter 2: The Strategy Change Cycle: An Effective Strategic Planning and Management Approach for Public and Nonprofit Organizations (pp. 37–80)

- **Part Two: Key Steps in Thinking, Acting, and Learning Strategically (pp. 81–378)**

- Chapter 3: Initiating and Agreeing on a Strategic Planning Process (pp. 83–122)
- Chapter 4: Clarifying Organizational Mandates, Mission, and Values (pp. 123–152)
- Chapter 5: Assessing the Environment to Identify Strengths, Weaknesses, Opportunities, and Challenges or Threats (pp. 153–194)
- Chapter 6: Identifying Strategic Issues Facing the Organization (pp. 195–234)
- Chapter 7: Formulating and Adopting Strategies and Plans to Manage the Issues (pp. 235–288)
- Chapter 8: Establishing an Effective Organizational Vision for the Future (pp. 289–302)
- Chapter 9: Implementing Strategies and Plans Successfully (pp. 303–352)
- Chapter 10: Reassessing and Revising Strategies and Plans (pp. 353–378)

- **Part Three: Managing the Process and Getting Started With Strategic Planning (pp. 379–432)**

- Chapter 11: Leadership Roles in Making Strategic Planning Work (pp. 381–410)
- Chapter 12: Getting Started with Strategic Planning (pp. 411–432)

- **Part Four: Resources (pp. 433–498)**

- Resource A: A Guide to Stakeholder Identification and Analysis Techniques (pp. 435–458)
- Resource B: Digital Tools, Artificial Intelligence, and Big Data in the Strategic Planning Process (pp. 459–498)

B. Primary Text 2: Linfield & Posavac (2018) — *Program Evaluation: Methods and Case Studies* (9th Edition)

- **Bibliographic & Publisher Registry:** Kenneth J. Linfield (Professor Emeritus of Psychology and former Director of Graduate Training, School of Professional Psychology, Spalding University) and Emil J. Posavac (Professor Emeritus of Psychology, Loyola University Chicago). Published 2018/2019 by Routledge / Taylor & Francis. Hardcover ISBN-13: 978-1138103634 / ISBN-10: 1138103632; Paperback/E-Book ISBN-13: 978-1138103962 / 978-1315102429 (10th Edition published January 2025 with Steven D. Kniffley, Jr., Routledge, ISBN 978-1032447209).
- **Core Theoretical Model — The Four Major Evaluation Types & The MISSION! Framework (Routledge, Scribd 9th Ed.):**
- Four Core Evaluation Pillars: (1) Evaluation of Need (identifying unmet community/client needs); (2) Process/Implementation Evaluation (verifying service delivery fidelity and monitoring operations); (3) Outcome Evaluation (measuring client improvements and unintended side effects across single-group, quasi-experimental, and experimental designs); and (4) Efficiency/Cost Evaluation (cost-effectiveness and cost-benefit ratios).
- The **MISSION!** Framework: **M**eeting needs, **I**mplementation, **S**takeholders, **S**ide effects, **I**mprovement focus, **O**utcomes, **N**uances, and underpinning **!** (Diversity, Equity, and Cultural Responsiveness).
- **Complete Verified 14-Chapter Table of Contents (Routledge TOC, OHSU Library Catalog):**
- Chapter 1: Program Evaluation: An Overview (Evaluation areas, dysfunctional attitudes toward evaluation, evaluator roles, internal vs. external evaluators)
- Chapter 2: Planning an Evaluation (Evaluation models, improvement-focused approach, engaging stakeholders, preparing for evaluation)
- Chapter 3: Developing and Using a Theory of the Program (Program logic models, inputs, activities, outputs, short/long-term outcomes, implausible program theories)
- Chapter 4: Developing Measures of Implementation and Outcomes (Data sources, psychometric reliability, validity, floor/ceiling effects, reactive vs. nonreactive measures)
- Chapter 5: Ethics in Program Evaluation (Protection of human subjects, IRB oversight, informed consent, confidentiality, competing stakeholder interests, ethical validity threats)
- Chapter 6: The Assessment of Need (Definitions of need, epidemiological/census indicators, community surveys, key informants, focus groups)
- Chapter 7: Monitoring the Implementation and the Operation of Programs (Management information systems, service utilization logs, dropout/attrition tracking, fidelity audits)
- Chapter 8: Qualitative Evaluation Methods (Observation, semi-structured interviews, focus groups, thematic coding, qualitative rigor)
- Chapter 9: Outcome Evaluations with One Group (Pretest-posttest designs, internal validity threats: history, maturation, testing, instrumentation, statistical regression, attrition)
- Chapter 10: Quasi-Experimental Approaches to Outcome Evaluation (Nonequivalent control group designs, interrupted time-series designs, regression discontinuity)
- Chapter 11: Using Experiments to Evaluate Programs (Randomized controlled trials in human services, ethical challenges of randomization, waitlist controls)

- Chapter 12: Analyses of Costs and Outcomes (Cost-accounting, cost-effectiveness analysis, cost-benefit analysis, disability-adjusted/quality-adjusted life years)
- Chapter 13: Evaluation Reports: Interpreting and Communicating Findings (Structuring executive summaries, visual dashboards, addressing negative findings)
- Chapter 14: How to Encourage Utilization (Overcoming resistance to change, building continuous quality improvement [CQI] feedback loops, institutionalizing evaluation)

C. Secondary Reading 1: CDC (1999 / 2024 Update) — *Framework for Program Evaluation in Public Health*

- **Bibliographic & Full-Text Access:** Centers for Disease Control and Prevention, prepared by Robert L. Milstein, MPH, and Scott F. Wetterhall, MD, MPH (1999), *MMWR Recommendations and Reports*, 48(RR-11), 1–40 (CDC MMWR Full Text, PubMed PMID 10499397), alongside the September 2024 modernized revision (CDC Program Evaluation Framework, 2024, MMWR 73(RR-6)).
- **The Six Interdependent Steps in Evaluation Practice (CDC MMWR Box 1):**
- **Step 1: Engage Stakeholders** — Those involved in program operations (sponsors, administrators, staff), those served or affected by the program (clients, advocacy groups, skeptics/opponents), and primary users of the evaluation.
- **Step 2: Describe the Program** — Need, expected effects (short-term, intermediate, long-term), activities, resources, stage of development (planning, implementation, effects), context, and explicit logic model.
- **Step 3: Focus the Evaluation Design** — Purpose (gain insight, change practice, assess effects, affect participants), users, uses, evaluation questions, methods, and formal written agreements.
- **Step 4: Gather Credible Evidence** — Indicators, sources (persons, documents, observations), quality, quantity, and data logistics.
- **Step 5: Justify Conclusions** — Standards of merit/worth/significance, quantitative/qualitative analysis and synthesis, interpretation, judgment, and actionable recommendations.
- **Step 6: Ensure Use and Share Lessons Learned** — Design for utilization, preparation, continuous feedback, follow-up meetings, and tailored dissemination.
- **The 30 ANSI-Approved Standards for Effective Evaluation Grouped into Four Domains (CDC MMWR Boxes 13–17):**
- **Group 1: Utility Standards (7 Standards)** — Stakeholder identification, Evaluator credibility, Information scope and selection, Values identification, Report clarity, Report timeliness and dissemination, Evaluation impact.
- **Group 2: Feasibility Standards (3 Standards)** — Practical procedures, Political viability, Cost-effectiveness.
- **Group 3: Propriety Standards (8 Standards)** — Service orientation, Formal agreements, Rights of human subjects, Human interactions, Complete and fair assessment, Disclosure of findings, Conflict of interest, Fiscal responsibility.
- **Group 4: Accuracy Standards (12 Standards)** — Program documentation, Context analysis, Described purposes and procedures, Defensible information sources, Valid information, Reliable information, Systematic information, Analysis of quantitative information, Analysis of qualitative information, Justified conclusions, Impartial reporting, Metaevaluation.

D. Secondary Reading 2: Wholey, Hatry, & Newcomer (2010) — *Handbook of Practical Program Evaluation* (3rd Edition)

- **Bibliographic & Full-Text Registry:** Joseph S. Wholey (USC), Harry P. Hatry (Urban Institute), and Kathryn E. Newcomer (George Washington University), Eds. (2010). *Handbook of Practical Program Evaluation* (3rd ed., Jossey-Bass / Wiley, ISBN 978-0-470-52247-9, 752 pages; Open-Access PDF via Eval.fr).
- **Complete Verified 28-Chapter Table of Contents (Wiley 3rd Edition TOC):**
- **Part One: Evaluation Planning and Design** — Ch. 1: Planning and Designing Useful Evaluations (Newcomer, Hatry, Wholey); Ch. 2: Analyzing and Engaging Stakeholders (Bryson, Patton); Ch. 3: Using Logic Models (McLaughlin, Jordan); Ch. 4: Exploratory Evaluation (Wholey); Ch. 5: Performance Measurement: Monitoring Program Outcomes (Poister); Ch. 6: Comparison Group Designs (Henry); Ch. 7: Randomized Controlled Trials and Nonrandomized Designs (Torgerson et al.); Ch. 8: Conducting Case Studies (Martinson, O'Brien); Ch. 9: Recruitment and Retention of Study Participants (Cook et al.); Ch. 10: Designing, Managing, and Analyzing Multisite Evaluations (Rog).
- **Part Two: Practical Data Collection Procedures** — Ch. 11: Using Agency Records (Hatry); Ch. 12: Using Surveys (Newcomer, Triplett); Ch. 13: Using Trained Observer Ratings (Cohn Berman et al.); Ch. 14: Collecting Data in the Field (Nightingale, Rossman); Ch. 15: Using the Internet (Adams); Ch. 16: Conducting Semi-Structured Interviews (Adams); Ch. 17: Focus Group Interviewing (Krueger, Casey); Ch. 18: Using Stories in Evaluation (Krueger).
- **Part Three: Data Analysis** — Ch. 19: Qualitative Data Analysis (Rogers, Goodrick); Ch. 20: Using Statistics in Evaluation (Newcomer, Conger); Ch. 21: Cost-Effectiveness and Cost-Benefit Analysis (Cellini, Kee); Ch. 22: Meta-Analyses, Systematic Reviews, and Evaluation Syntheses (Boruch, Petrosino).
- **Part Four: Use of Evaluation** — Ch. 23: Pitfalls in Evaluations (Hatry, Newcomer); Ch. 24: Providing Recommendations, Suggestions, and Options for Improvement (Grob); Ch. 25: Writing for Impact (Grob); Ch. 26: Contracting for Evaluation Products and Services (Bell); Ch. 27: Use of Evaluation in Government: The Politics of Evaluation (Wholey); Ch. 28: Evaluation Challenges, Issues, and Trends (Hatry, Wholey, Newcomer).

3.3 HH 630 Weekly Modular Schedule, Readings, Discussion Prompts, & Point Distribution (1,000-Point Scale)

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight
Week 1	Foundations of Strategic Planning, Public Value, & Mandates	Bryson & George (2024) Ch. 1–4, Resource A; Linfield & Posavac (2018) Ch. 1	Analyze how formal statutory mandates and informal political expectations constrain or enable a human services agency's public mission.	Discussion Board (30 pts); Agency Selection & Mandate Worksheet (20 pts)

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight
Week 2	Environmental Scanning: PESTLE, SWOT, & Needs Assessment	Bryson & George (2024) Ch. 5–6, Resource B; Linfield & Posavac (2018) Ch. 6; Wholey et al. (2010) Ch. 2	Present three empirical regional data points (Medicaid rates, workforce deficits, or demographic shifts) and evaluate their impact on your selected agency's strategic issues.	Discussion Board (30 pts); **Milestone 1: Environmental PESTLE & SWOT Matrix Audit (1,500-word critical audit + dashboard) (150 pts)**
Week 3	Organizational Hierarchies, Strategy Formulation, & Logic Models	Bryson & George (2024) Ch. 7–8; Linfield & Posavac (2018) Ch. 2–3; Wholey et al. (2010) Ch. 3	Compare centralized bureaucratic hierarchies with matrixed multidisciplinary structures when launching a rapid community crisis intervention.	Discussion Board (30 pts); Program Theory & Logic Model Draft (20 pts)
Week 4	Authority Flows, Bottleneck Diagnostics, & Leadership Roles	Bryson & George (2024) Ch. 11–12; CDC (1999) Steps 1–3	Trace a policy directive from an executive board to frontline caseworkers and identify the primary structural communication bottleneck and its remedy.	Discussion Board (30 pts); **Milestone 2: Leadership Hierarchy & Authority Flow Analysis (Chart A + Chart B + Structural Analysis) (150 pts)**
Week 5	Ethical Decision Matrices & Resource Rationing Under Crisis	Linfield & Posavac (2018) Ch. 5; CDC (1999) Propriety Standards (Box 15); Wholey et al. (2010) Ch. 27	Contrast utilitarian outcome maximization with deontological duty when an agency faces an abrupt 30% federal grant rescission.	Discussion Board (30 pts); **Milestone 3: Multi-Lens Ethical Resolution Brief (Utilitarian vs. Deontological Crisis Rationing Brief) (150 pts)**
Week 6	Program Implementation, Gantt Dependencies, & Staffing Plans	Bryson & George (2024) Ch. 9; Linfield & Posavac (2018) Ch. 7; Wholey et al. (2010) Ch. 5, 11	Evaluate direct versus staged implementation strategies for a mobile health or outpatient behavioral health initiative, specifying FTE staffing ratios.	Discussion Board (30 pts); Implementation Gantt & FTE Draft (20 pts)
Week 7	Fiscal Budgeting, Cost-Effectiveness, & Vulnerable Outreach	Linfield & Posavac (2018) Ch. 12; Wholey et al. (2010) Ch. 21	Differentiate between cost-effectiveness analysis and cost-benefit analysis in defending a human services program budget to county commissioners.	Discussion Board (30 pts); **Milestone 4: Scaffolded Program Implementation & Project Plan (12-Month Rollout Manual & Fiscal Budget) (150 pts)**

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight
Week 8	Technical Program Evaluation Systems, Validity, & CQI Loops	Bryson & George (2024) Ch. 10; Linfield & Posavac (2018) Ch. 4, 8–11, 13–14; CDC (1999) Steps 4–6; Wholey et al. (2010) Ch. 16–20, 23–25	Design a continuous quality improvement (CQI) trigger protocol that automatically modifies clinical intake workflows when KPI thresholds fall below target benchmarks.	Discussion Board (30 pts); **Milestone 5: The Technical Program Evaluation System (KPIs, Qualitative Touchpoints, Validity Plan, & CQI Loop) (150 pts)**

3.4 HH 630 Institutional Grading Rubric Matrix (Mapped to Core Competencies 1–5)

Competency & Milestone Alignment	Exemplary (Grade A: 90–100% / 4.00)	Proficient (Grade B: 80–89.99% / 3.00 — Minimum Graduate Standard)	Developing (Grade C: 70–79.99% / 2.00 — Below SAP Threshold)	Unsatisfactory (Grade F: 0–69.99% / 0.00)
Competency 1: Strategic Assessment (Weeks 1–2 PESTLE & SWOT Audit)	Synthesizes empirical regional labor, Medicaid reimbursement, and socioeconomic data into a complete PESTLE & SWOT dashboard and 1,500-word mission alignment audit citing Bryson & George (2024).	Completes PESTLE & SWOT matrix and mission evaluation with relevant regional data and clear analysis, with minor gaps in empirical depth or capital expenditure alignment.	Provides descriptive SWOT/PESTLE summaries lacking empirical regional statistics or superficial evaluation of mission divergence.	Omits PESTLE or SWOT components, lacks empirical grounding, or fails to evaluate organizational mission alignment.
Competency 2: Organizational Hierarchy Review (Weeks 3–4 Authority Flow)	Constructs both Chart A (centralized bureaucratic) and Chart B (decentralized matrixed) and traces directive flow to frontline caseworkers with precise bottleneck indicators and optimized reporting paths.	Submits both visual organizational charts and identifies communication bottlenecks and reporting remedies, with minor omissions in authority delay tracing.	Submits incomplete visual diagrams or discusses management structures generically without tracing frontline directive bottlenecks.	Fails to provide comparative visual charts or omits structural bottleneck analysis.
Competency 3: Ethical Decision Matrices (Week 5 Crisis Brief)	Rigorously executes both Utilitarian and Deontological analyses on the 30% grant reduction scenario, defends a concrete rationing policy, and details risk mitigation for displaced populations.	Contrasts Utilitarian and Deontological frameworks and justifies a policy choice for the 30% budget cut, with minor gaps in displaced client risk mitigation.	Defines ethical theories abstractly without applying them to the 30% grant reduction or fails to defend a specific operational rationing policy.	Omits comparative ethical analysis or fails to address the resource rationing crisis scenario.

Competency & Milestone Alignment	Exemplary (Grade A: 90–100% / 4.00)	Proficient (Grade B: 80–89.99% / 3.00 — Minimum Graduate Standard)	Developing (Grade C: 70–79.99% / 2.00 — Below SAP Threshold)	Unsatisfactory (Grade F: 0–69.99% / 0.00)
Competency 4: Program Implementation Project (Weeks 6–7 Rollout Manual)	Delivers a comprehensive 12-month Gantt timeline with task dependencies, credentialed FTE staffing calculations, vulnerable population outreach strategy, and startup/operational fiscal budget.	Provides a 12-month timeline, staffing plan, marketing strategy, and fiscal budget with logical structure, lacking minor granularity in FTE or grant renewal metrics.	Submits a high-level narrative plan missing logical task dependencies, explicit FTE calculations, or itemized startup/variable budget figures.	Fails to submit a structured rollout manual or omits core timeline, staffing, or budget sections.
Competency 5: Data Evaluation System (Week 8 Capstone Evaluation Matrix)	Designs a complete auditing system specifying quantitative KPIs, qualitative focus group/interview protocols, internal/external validity protections, and an automated CQI feedback loop citing Linfield & Posavac (2018) and CDC (1999).	Establishes quantitative KPIs, qualitative touchpoints, validity safeguards, and a CQI feedback loop, with minor imprecision in measurement bias controls.	Lists general outcome goals without operationalized KPIs, structured qualitative protocols, or a functional CQI feedback mechanism.	Fails to construct an objective evaluation matrix or omits quantitative/qualitative metrics and validity protections.

PART IV: COMPREHENSIVE SYLLABUS EXPANSION — HH 620: LEADERSHIP AND MULTIDISCIPLINARY TEAMS

4.1 Official Verbatim Website & Catalog Course Description Comparison

- **Herzing University Official Catalog & Website Description (3.00 Credits):** "This course focuses on developing advanced leadership skills and effective teamwork strategies in the health and human services field. Students will analyze communication and leadership styles, understanding their impact on team dynamics. The course emphasizes the application of best practices for managing internal and external multidisciplinary teams, utilizing problem-solving and decision-making skills to address the needs of individuals, teams, and communities. Students will evaluate innovative practices for leading and monitoring change, learning how to provide resources, support, and motivate teams while preventing burnout." (HH 620 Official Catalog Preview, Herzing MS-HHSL Program).
- **Credit Hour & Time Commitment Specification:** Per the Herzing University Graduate Catalog Credit Hour Policy, as a 3.00-credit online graduate course delivered over an 8-week modular session, HH 620 requires **135 total hours of academic engagement** (approximately **16.875 hours per week** across textbook readings, leadership instrument self-assessments, discussion forums, and applied case blueprints).

4.2 Deep-Dive Textbook & Secondary Literature Breakdown (HH 620)

A. Primary Text 1: Northouse (2021) — *Leadership: Theory and Practice* (9th Edition)

- **Bibliographic & Publisher Registry:** Peter G. Northouse, PhD (Professor Emeritus of Communication, School of Communication, Western Michigan University). Published February 2021 by SAGE Publications (Copyright 2022 printing; LCCN 2020045038), 528 pages. Paperback ISBN-13: 978-1544397566; Loose-leaf ISBN: 978-1071836149; EPUB ISBN: 978-1071834466 / 978-1071834473; PDF ISBN: 978-1071834480 (Northouse 9th Ed. Full Text & TOC).
- **Complete Chapter-by-Chapter Table of Contents, Case Studies, & Diagnostic Instruments (Northouse 9th Ed. Detailed Contents):**

Chapter & Page Range	Core Theoretical Components & Models	Chapter Case Studies (3 Per Chapter)	Embedded Diagnostic Instrument / Questionnaire
Ch. 1: Introduction (pp. 1–26)	Leadership Defined (influence, groups, common goals); Trait vs. Process Leadership; Assigned vs. Emergent Leadership; Power (referent, expert, legitimate, reward, coercive, information); Coercion; Morality ("The Hitler Question": neutral vs. moral process); Leadership vs. Management (Kotter, Rost).	Case 1.1: Open Mouth…	**Conceptualizing Leadership Questionnaire** (pp. 22–24)
Ch. 2: Trait Approach (pp. 27–55)	Intelligence, Self-Confidence, Determination, Integrity, Sociability; Five-Factor Personality Model (Big Five: neuroticism, extraversion, openness, agreeableness, conscientiousness); Strengths and Leadership (Gallup vs. Values in Action); Emotional Intelligence (Goleman, Mayer & Salovey).	Case 2.1: Choosing a New Director of Research; Case 2.2: Recruiting for the Bank; Case 2.3: Elon Musk	**Leadership Trait Questionnaire (LTQ)** (pp. 51–53)
Ch. 3: Skills Approach (pp. 56–83)	Katz's Three-Skill Approach (Technical, Human, Conceptual skills across management tiers); Mumford et al.'s Capability Skills Model: Individual Attributes (general/crystallized cognitive ability, motivation, personality), Competencies (9 Problem-Solving Skills, Social Judgment Skills [perspective taking, social perceptiveness, behavioral flexibility, social performance], Knowledge), Career Experiences, Environmental Influences, and Leadership Outcomes.	Case 3.1: A Strained Research Team; Case 3.2: Andy's Recipe; Case 3.3: 2019 Global Teacher of the Year: Peter Tabichi	**Skills Inventory** (pp. 79–81)
Ch. 4: Behavioral Approach (pp. 84–108)	Task and Relationship Behaviors; Ohio State Studies (Initiating Structure vs. Consideration); University of Michigan Studies (Employee vs. Production Orientation); Blake & Mouton's Managerial (Leadership) Grid (Authority-Compliance 9,1; Country Club 1,9; Impoverished 1,1; Middle-of-the-Road 5,5; Team Management 9,9; Paternalism/Maternalism; Opportunism).	Case 4.1: A Drill Sergeant at First; Case 4.2: We Are Family; Case 4.3: Cheer Coach Monica Aldama	**Leadership Behavior Questionnaire** (pp. 104–106)

Chapter & Page Range	Core Theoretical Components & Models	Chapter Case Studies (3 Per Chapter)	Embedded Diagnostic Instrument / Questionnaire
Ch. 5: Situational Approach (pp. 109–131)	Hersey & Blanchard's Situational Leadership II (SLII) Model: Leadership Styles (S1 Directing, S2 Coaching, S3 Supporting, S4 Delegating) matched to Follower Development Levels (D1 Low Competence/High Commitment to D4 High Competence/High Commitment).	Case 5.1: Marathon Runners at Different Levels; Case 5.2: Getting the Message Across; Case 5.3: Philosophies of Chinese Leadership	**SLII Questionnaire: Sample Items** (pp. 127–130)
Ch. 6: Path–Goal Theory (pp. 132–156)	House's Path-Goal Theory: Leader Behaviors (Directive, Supportive, Participative, Achievement-Oriented), Follower Characteristics (need for affiliation, preferences for structure, desire for control, self-perceived task ability), and Task Characteristics (design, formal authority system, primary work group).	Case 6.1: Three Shifts, Three Supervisors; Case 6.2: Playing in the Orchestra; Case 6.3: Row the Boat	**Path–Goal Leadership Questionnaire** (pp. 153–155)
Ch. 7: Leader–Member Exchange Theory (pp. 157–184)	Vertical Dyad Linkage (In-Group vs. Out-Group); LMX Quality and Organizational Citizenship Behavior; Leadership Making (Phase 1 Stranger, Phase 2 Acquaintance, Phase 3 Mature Partnership); Emotions and LMX Development.	Case 7.1: His Team Gets the Best Assignments; Case 7.2: Working Hard at Being Fair; Case 7.3: Pixar: Creating Space for Success	**LMX-7 Questionnaire** (pp. 180–182)
Ch. 8: Transformational Leadership (pp. 185–220)	Burns's Transformational vs. Transactional Leadership; House's Charismatic Leadership; Bass's Full Range of Leadership Model: 4 Transformational Factors (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration), 2 Transactional Factors (Contingent Reward, Management-by-Exception Active/Passive), 1 Nonleadership Factor (Laissez-Faire); Bennis & Nanus; Kouzes & Posner's 5 Practices.	Case 8.1: The Vision Failed; Case 8.2: An Exploration in Leadership; Case 8.3: Grandmothers and Benches (Friendship Bench mental health program)	**Transformational Leadership Inventory** (pp. 218–219)
Ch. 9: Authentic Leadership (pp. 221–252)	Intrapersonal, Interpersonal, and Developmental definitions; Bill George's Practical Approach (Purpose/Passion, Values/Behavior, Relationships/Connectedness, Self-Discipline/Consistency, Heart/Compassion); Walumbwa et al.'s Theoretical Approach (Self-Awareness, Internalized Moral Perspective, Balanced Processing, Relational Transparency; Psychological Capacities & Critical Life Events).	Case 9.1: Am I Really a Leader?; Case 9.2: Kassy's Story; Case 9.3: The Arena of Authenticity	**Authentic Leadership Self-Assessment Questionnaire** (pp. 248–250)

Chapter & Page Range	Core Theoretical Components & Models	Chapter Case Studies (3 Per Chapter)	Embedded Diagnostic Instrument / Questionnaire
Ch. 10: Servant Leadership (pp. 253–284)	Greenleaf's Servant Leadership; Spears's 10 Characteristics (Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the Growth of People, Building Community); Liden et al.'s Model: Antecedent Conditions, 7 Servant Leader Behaviors (Conceptualizing, Emotional Healing, Putting Followers First, Helping Followers Grow and Succeed, Behaving Ethically, Empowering, Creating Value for the Community), and Outcomes.	Case 10.1: Global Health Care; Case 10.2: Servant Leadership Takes Flight; Case 10.3: Energy to Inspire the World	**Servant Leadership Questionnaire** (pp. 279–282)
Ch. 11: Adaptive Leadership (pp. 285–321)	Heifetz's Adaptive Leadership Model: Situational Challenges (Technical, Technical & Adaptive, Adaptive Challenges); 6 Leader Behaviors (1. Get on the Balcony, 2. Identify Adaptive Challenges, 3. Regulate Distress, 4. Maintain Disciplined Attention, 5. Give the Work Back to the People, 6. Protect Leadership Voices From Below); Adaptive Work & Holding Environment.	Case 11.1: Silence, Stigma, and Mental Illness; Case 11.2: Taming Bacchus; Case 11.3: Agonizing Options for Marlboro College	**Adaptive Leadership Questionnaire** (pp. 315–319)
Ch. 12: Inclusive Leadership (pp. 322–351) *(by Donna Chrobot-Mason & Quinetta Roberson)*	Inclusion Defined (optimal distinctiveness: Belongingness/Connectedness + Uniqueness); Model of Inclusive Leadership: Antecedent Conditions (Leader Characteristics, Group Diversity Cognitions, Organizational Policies/Practices), Inclusive Leadership Behaviors (fostering uniqueness, strengthening belongingness, showing appreciation, supporting organizational efforts, pushing for change), and Outcomes; Assessment, Challenge, and Support (ACS).	Case 12.1: Difficult Decision; Case 12.2: The Extraversion Advantage; Case 12.3: Inclusive Leadership During a Crisis	**Inclusive Leadership Reflection Instrument** (pp. 345–349)
Ch. 13: Followership (pp. 352–393)	Role-Based vs. Relational-Based Followership; Typologies (Zaleznik, Kelley [Alienated, Exemplary, Conformist, Passive, Pragmatist], Chaleff [Resource, Individualist, Implementer, Partner], Kellerman [Isolates, Bystanders, Participants, Activists, Diehards]); Reversing the Lens & Co-Created Process; Lipman-Blumen's 6 Psychological Factors in Destructive Leadership.	Case 13.1: Bluebird Care; Case 13.2: Olympic Rowers; Case 13.3: Penn State Sexual Abuse Scandal	**Followership Questionnaire** (pp. 387–391)

Chapter & Page Range	Core Theoretical Components & Models	Chapter Case Studies (3 Per Chapter)	Embedded Diagnostic Instrument / Questionnaire
Ch. 14: Gender and Leadership (pp. 394–421) *(by Stefanie Simon & Crystal L. Hoyt)*	The Glass Ceiling Turned Leadership Labyrinth; Human Capital, Gender Differences, and Prejudice/Stereotypes (Role Congruity Theory, Think Manager–Think Male, Stereotype Threat, Glass Cliff); Navigating the Labyrinth (Organizational Reform & Individual Level).	Case 14.1: The "Glass Ceiling"; Case 14.2: Pregnancy as a Barrier to Job Status; Case 14.3: Jacinda Ardern, Prime Minister of New Zealand	**Gender-Leader Bias Questionnaire** (pp. 418–420)
Ch. 15: Leadership Ethics (pp. 422–460)	Kohlberg's 6 Stages of Moral Development (Preconventional, Conventional, Postconventional); Ethical Theories: Teleological (Ethical Egoism, Utilitarianism, Altruism), Deontological, and Virtue-Based Theories; Heifetz, Burns, & the Dark Side of Leadership (Toxic Triangle); 5 Principles of Ethical Leadership (Respect Others, Serve Others, Are Just, Are Honest, Build Community).	Case 15.1: Choosing a Research Assistant; Case 15.2: Reexamining a Proposal; Case 15.3: Ship Shape (USS Theodore Roosevelt COVID-19 crisis)	**Ethical Leadership Style Questionnaire (Short Form)** (pp. 452–458)
Ch. 16: Team Leadership (pp. 461–496) *(by Susan E. Kogler Hill)*	Hill's Team Leadership Model: 8 Characteristics of Team Excellence (Larson & LaFasto: Clear Elevating Goal, Results-Driven Structure, Competent Team Members, Unified Commitment, Collaborative Climate, Standards of Excellence, External Support/Recognition, Principled Leadership); 3 Leadership Decisions (Monitor vs. Take Action; Task vs. Relational; Internal vs. External); Internal Task Actions, Internal Relational Actions, and External Environmental Actions.	Case 16.1: Team Crisis Within the Gates; Case 16.2: Starts With a Bang, Ends With a Whimper; Case 16.3: 1980 U.S. Olympic Hockey Team	**Team Excellence and Collaborative Team Leader Questionnaire** (pp. 491–494)

B. Primary Text 2: Lynch (2015) — *Leadership in Human Services: How to Lead and Manage Effective Networks* (1st Edition)

- **Bibliographic & Author Registry:** Dr. Rufus Sylvester Lynch, DSW, ACSW, NASW Social Work Pioneer (B.A. in Sociology, Morgan State College; M.S.W., University of Pittsburgh; Advanced Certificate in Social Administration & D.S.W., University of Pennsylvania). Former Professor and Dean of the Whitney M. Young, Jr. School of Social Work at Clark Atlanta University; 2012–2016 Stoneleigh Fellow and Research Associate at Bryn Mawr College's Graduate School of Social Work and Social Research; Founder & Chair of The Strong Families Commission, Inc., and Director of the Pennsylvania Fathers, Families & Service Providers Network (FRPN Biography, Stoneleigh Foundation Profile). Published 2015 by Oxford University Press (ISBN-13: 978-0190214340 / ISBN-10: 0190214341).
- **Core Curricular Frameworks in Lynch (2015):**

- **Inter-Organizational & Multidisciplinary Network Governance:** Moving beyond single-agency hierarchical silos to lead cross-system human services networks (child welfare, behavioral health, juvenile justice, public health, housing, and family support systems).
- **Boundary-Spanning & Collaborative Power Sharing:** Managing authority friction when leading external partners over whom the network leader lacks formal hierarchical line authority; building trust, shared accountability, and formal memoranda of understanding (MOUs).
- **Intentional Transformation of Systems of Care:** Eliminating institutional barriers to vulnerable and marginalized populations (including father-inclusive family systems and culturally responsive community networks) through coordinated intake, shared data governance, and multidisciplinary case conferencing (Stoneleigh Foundation).

C. Secondary Reading 1: Kotter (2012) — *Leading Change*

- **Bibliographic Registry:** John P. Kotter (Konosuke Matsushita Professor of Leadership, Emeritus, Harvard Business School). *Leading Change*, with a New Preface by the Author (2012, Harvard Business Review Press; original 1996 edition Library of Congress TOC; Kotter 8-Step Methodology).
- **Complete 12-Chapter Table of Contents & 8-Stage Change Process (LOC TOC, Kotter International):**
- **Part I: The Change Problem and Its Solution (pp. 1–32)**
- Chapter 1: Transforming Organizations: Why Firms Fail (The 8 Common Errors: allowing too much complacency; failing to create a sufficiently powerful guiding coalition; underestimating the power of vision; undercommunicating the vision by a factor of 10; permitting obstacles to block the new vision; failing to create short-term wins; declaring victory too soon; neglecting to anchor changes firmly in the corporate culture).
- Chapter 2: Successful Change and the Force That Drives It (Management vs. Leadership in transformation).
- **Part II: The Eight-Stage Process (pp. 33–158)**
- Chapter 3 (Step 1): Establishing a Sense of Urgency (Examining market and competitive realities; identifying crises and major opportunities).
- Chapter 4 (Step 2): Creating the Guiding Coalition (Assembling a group with enough power, position, expertise, credibility, and leadership to lead the change).
- Chapter 5 (Step 3): Developing a Vision and Strategy (Creating a vision to help direct the change effort and strategies for achieving that vision).
- Chapter 6 (Step 4): Communicating the Change Vision (Using every vehicle possible to constantly communicate the new vision and strategies; having the guiding coalition role-model expected behaviors — "Enlist a Volunteer Army").
- Chapter 7 (Step 5): Empowering Employees for Broad-Based Action (Getting rid of structural, skills, system, and supervisor obstacles; changing systems or structures that undermine thechange vision — "Enable Action by Removing Barriers").
- Chapter 8 (Step 6): Generating Short-Term Wins (Planning for visible performance improvements, creating those wins, and visibly recognizing and rewarding employees involved).
- Chapter 9 (Step 7): Consolidating Gains and Producing More Change (Using increased credibility to change systems, structures, and policies that don't fit the transformation vision; hiring, promoting, and developing

employees who can implement the vision — "Sustain Acceleration").

- Chapter 10 (Step 8): Anchoring New Approaches in the Culture (Articulating the connections between new behaviors and organizational success; developing means to ensure leadership development and succession — "Institute Change").

- **Part III: Implications for the Twenty-First Century (pp. 159–186)**

- Chapter 11: The Organization of the Future
- Chapter 12: Leadership and Lifelong Learning

D. Secondary Reading 2: Maslach & Leiter (2016) — *Understanding the Burnout Experience*

- **Bibliographic & Full-Text Registry:** Christina Maslach (University of California, Berkeley) and Michael P. Leiter (Acadia University) (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. DOI: 10.1002/wps.20311 (PMC4911781 Full Text, PubMed PMID 27265691).
- **Granular Theoretical & Empirical Synthesis from Maslach & Leiter (2016):**

- **Three-Dimensional Definition of Burnout:** A psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job, comprising:

- (1) **Exhaustion** (wearing out, loss of energy, depletion, debilitation, fatigue — the individual stress dimension most predictive of physiological symptoms such as headaches, gastrointestinal disorders, hypertension, sleep disturbances, and a 1.0–1.4x increased risk of cardiovascular/mental health hospitalization);
- (2) **Cynicism / Depersonalization** (negative or inappropriate attitudes toward clients, detached concern, dehumanization in self-defense, irritability, loss of idealism, and withdrawal — the interpersonal dimension and the pivotal predictor of job turnover); and
- (3) **Inefficacy / Reduced Personal Accomplishment** (reduced productivity or capability, low morale, inability to cope — the self-evaluation dimension closely tied to strained relationships with supervisors and colleagues).

- **Psychometric Assessment Instruments Compared:**

- *Maslach Burnout Inventory (MBI)* — MBI-Human Services Survey (MBI-HSS) and MBI-General Survey (MBI-GS) (3 dimensions);
- *Bergen Burnout Inventory (BBI)* (exhaustion, cynicism toward meaning of work, sense of inadequacy);
- *Oldenburg Burnout Inventory (OLBI)* (exhaustion and disengagement);
- *Shirom-Melamed Burnout Measure (SMBM)* (physical fatigue, emotional exhaustion, cognitive weariness);
- *Copenhagen Burnout Inventory (CBI)* (physical and psychological exhaustion);
- *Utrecht Work Engagement Scale (UWES)* (measuring work engagement via vigor, dedication, and absorption).

- **Developmental & Imbalance Models of Burnout:**

- *Sequential Stage & Transactional Model:* Job stressors (demand-resource imbalance) → Individual strain (exhaustion/anxiety) → Defensive coping (cynicism).

- *Job Demands-Resources (JD-R) Model:* Incessant job demands paired with inadequate organizational resources.
- *Conservation of Resources (COR) Model:* Burnout triggered by persistent threats to or actual loss of valued resources.
- *Six Areas of Worklife (AW) Model:* Person-job mismatches across six organizational domains: (1) **Workload** (chronic overload preventing recovery), (2) **Control** (lack of professional autonomy and decision-making influence), (3) **Reward** (insufficient financial, institutional, or social recognition), (4) **Community** (unresolved conflict, lack of peer support/trust, workplace incivility, and social contagion of burnout across workgroups), (5) **Fairness** (perceived procedural inequity and lack of respect), and (6) **Values** (cognitive-emotional gap between personal service ideals and organizational mandates).
- **Behavioral Health & Human Services Specific Stressors:** Compassion fatigue, secondary traumatic stress, vicarious traumatization, negative transference (patient anger/violence), unrealistic family expectations, attachment anxiety/avoidance in peer dynamics, and discriminant validity distinguishing job-specific burnout from context-free clinical depression (critiquing PHQ-9 vs. SMBM fatigue item overlap).

4.3 Expanded Granular Assignment Prompts for HH 620 ("Prompt Detail" & "Twice the Detail")

- **Weeks 1–2 Milestone: Leadership Self-Assessment & Behavioral Profile**
- **Prompt Detail:** Complete the diagnostic questionnaires in Chapters 1–6 of Northouse (2021) (Conceptualizing Leadership, LTQ, Skills Inventory, Leadership Behavior Questionnaire, SLII, and Path-Goal Questionnaire). Draft a detailed comparative behavioral profile analyzing your dominant leadership traits, task-versus-relationship balance, and situational adaptability, concluding with a workplace friction analysis of how your profile interacts with diverse multidisciplinary human services teams.
- **Twice the Detail:** This milestone requires executing and scoring at least four validated psychometric self-assessments from Northouse (2021) (specifically the Leadership Trait Questionnaire [Ch. 2], Skills Inventory [Ch. 3], Blake & Mouton Leadership Behavior Questionnaire [Ch. 4], and Path-Goal Questionnaire [Ch. 6]). You must construct a quantitative score summary table and author a 1,500-word comparative behavioral profile. Your analysis must evaluate your technical, human, and conceptual skill ratios (Katz/Mumford model), diagnose where your task-versus-relationship orientation creates interpersonal friction with clinical social workers, medical providers, and case managers, and prescribe concrete behavioral flexibility adjustments using Situational Leadership (SLII) and Leader-Member Exchange (LMX) theory to eliminate out-group alienation.
- **Weeks 3–4 Milestone: Inter-Departmental Conflict Case Study**
- **Prompt Detail:** Analyze a complex inter-departmental or inter-agency conflict scenario within a multidisciplinary health and human services network (e.g., friction between clinical behavioral health staff, child welfare caseworkers, and fiscal compliance officers). Construct a stakeholder power/interest matrix and author a formal mediation and collaborative governance protocol.
- **Twice the Detail:** Drawing on Northouse (2021) Chapters 7, 10, 12, and 16 (LMX, Servant Leadership, Inclusive Leadership, and Hill's Team Leadership Model) alongside Lynch (2015) on inter-organizational network management, you will diagnose an acute inter-departmental breakdown threatening client care continuity. You must submit: (1) a visual Stakeholder Power/Interest and Influence Matrix mapping internal departments

and external network agencies; (2) a diagnostic audit using Larson and LaFasto's 8 Characteristics of Team Excellence to pinpoint structural versus relational failure points; and (3) a step-by-step Inter-Departmental Mediation Protocol utilizing Hill's internal relational actions, Chrobot-Mason and Roberson's inclusive leadership behaviors (belongingness + uniqueness), and formal boundary-spanning network agreements.

- **Weeks 5–6 Milestone: Institutional Change Management Blueprint**
- **Prompt Detail:** Design an institutional change management blueprint for a major organizational transformation in a human services agency (such as transitioning to an integrated electronic health/case management system or merging two community clinics). Include an organizational readiness assessment and a phased rollout plan grounded in Kotter's (2012) 8-Step Model and Heifetz's Adaptive Leadership framework.
- **Twice the Detail:** Acting as an executive change leader, you will author a comprehensive Institutional Change Management Blueprint addressing both technical and adaptive challenges (Northouse Ch. 8 Transformational Leadership and Ch. 11 Adaptive Leadership; Kotter, 2012). Your blueprint must include: (1) an Organizational Readiness & Resistance Diagnostic identifying which of Kotter's 8 common transformation errors currently threaten the agency; (2) a differentiation between technical workflows and adaptive cultural resistance, specifying how leadership will "get on the balcony," regulate distress, and maintain a safe holding environment; and (3) a Phased 8-Stage Rollout Matrix mapping concrete actions, guiding coalition roles, communication channels, barrier removal tactics, short-term win benchmarks, and cultural anchoring mechanisms across a 6-to-12-month horizon.
- **Weeks 7–8 Milestone: Workforce Attrition & Burnout Prevention Plan**
- **Prompt Detail:** Develop an evidence-based workforce retention and burnout prevention plan for a high-turnover human services or behavioral health agency. Your plan must establish quantitative caseload calculation formulas, worklife mismatch remedies across Maslach and Leiter's (2016) six domains, and structured peer support and trauma-informed supervision protocols.
- **Twice the Detail:** Grounded in Maslach and Leiter (2016), Northouse (2021) Chapter 15 (Leadership Ethics), and Lynch (2015), this capstone milestone addresses chronic workforce attrition, secondary traumatic stress, and compassion fatigue in a frontline human services workforce. Your plan must deliver: (1) an Areas of Worklife (AW) Diagnostic Matrix auditing organizational mismatches across Workload, Control, Reward, Community, Fairness, and Values; (2) an explicit Quantitative Caseload & Acuity Weighting Formula that caps frontline caseworker ratios based on client trauma acuity and administrative documentation load; (3) a Trauma-Informed Peer Support & Reflective Supervision Protocol designed to interrupt burnout contagion and attachment incivility across workgroups; and (4) a longitudinal retention evaluation schedule using the Maslach Burnout Inventory–Human Services Survey (MBI-HSS) and Utrecht Work Engagement Scale (UWES).

4.4 HH 620 Weekly Modular Schedule, Readings, Discussion Prompts, & Point Distribution (1,000-Point Scale)

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight
Week 1	Foundations of Leadership: Trait, Skills, & Behavioral Approaches	Northouse (2021) Ch. 1–4; Lynch (2015) Intro & Part I	Contrast Katz's three-skill approach with Mumford's capability model and evaluate how task vs. relationship behaviors impact frontline human services supervision.	Discussion Board (30 pts); Diagnostic Instrument Score Log (Ch. 1–4) (30 pts)
Week 2	Situational, Path-Goal, & Leader-Member Exchange (LMX) Theories	Northouse (2021) Ch. 5–7	Analyze how in-group/out-group vertical dyads form in clinical/human services settings and how high-quality LMX leadership making prevents team fragmentation.	Discussion Board (30 pts); **Milestone 1: Leadership Self-Assessment & Behavioral Profile (1,500-word profile + friction analysis) (175 pts)**
Week 3	Multidisciplinary Team Leadership & Inter-Agency Networks	Northouse (2021) Ch. 16 (Hill Team Leadership); Lynch (2015) Network Governance Chapters	Apply Hill's Team Leadership Model to a multidisciplinary case conference where medical, social work, and legal staff hold conflicting priorities.	Discussion Board (30 pts); Team Excellence Diagnostic Worksheet (30 pts)
Week 4	Inclusive Leadership, Followership, Gender Labyrinth, & Conflict	Northouse (2021) Ch. 12–14	Evaluate how Chrobot-Mason & Roberson's model of optimal distinctiveness (belongingness + uniqueness) and Chaleff's courageous followership resolve inter-departmental conflict.	Discussion Board (30 pts); **Milestone 2: Inter-Departmental Conflict Case Study (Power/Interest Matrix + Mediation Protocol) (175 pts)**
Week 5	Transformational, Authentic, & Servant Leadership in Human Services	Northouse (2021) Ch. 8–10; Kotter (2012) Part I (Ch. 1–2)	Compare Bass's transformational factors (4 I's) with Liden's servant leadership behaviors when building a guiding coalition for agency reform.	Discussion Board (30 pts); Change Readiness Diagnostic Draft (30 pts)
Week 6	Leading Institutional Change: Kotter's 8 Steps & Adaptive Leadership	Northouse (2021) Ch. 11 (Adaptive Leadership); Kotter (2012) Part II–III (Ch. 3–12)	Differentiate between technical challenges and adaptive challenges in human services restructuring and explain how leaders regulate organizational distress.	Discussion Board (30 pts); **Milestone 3: Institutional Change Management Blueprint (Readiness Assessment + 8-Step Phased Plan) (175 pts)**

Week	Module Topic	Required Readings	Weekly Canvas Discussion Prompt (Wed/Sun Deadlines)	Major Milestone Deliverable & Point Weight
Week 7	Occupational Burnout, Areas of Worklife, & Secondary Trauma	Maslach & Leiter (2016) pp. 103–111; Lynch (2015) Workforce Sustainability	Analyze how mismatches across Maslach & Leiter's six Areas of Worklife (workload, control, reward, community, fairness, values) drive cynicism and turnover in behavioral health.	Discussion Board (30 pts); Caseload Acuity & MBI-HSS Audit Worksheet (30 pts)
Week 8	Ethical Leadership, Workforce Retention, & Peer Support Systems	Northouse (2021) Ch. 15 (Leadership Ethics); Maslach & Leiter (2016) Interventions	Synthesize Northouse's five principles of ethical leadership with organizational burnout interventions to design a sustainable, trauma-informed workplace culture.	Discussion Board (30 pts); **Milestone 4: Workforce Attrition & Burnout Prevention Plan (Caseload Formulas + Peer Support Protocol) (175 pts)**

4.5 HH 620 Institutional Grading Rubric Matrix (Mapped to Core Competencies 1–4)

Competency & Milestone Alignment	Exemplary (Grade A: 90–100% / 4.00)	Proficient (Grade B: 80–89.99% / 3.00 — Minimum Graduate Standard)	Developing (Grade C: 70–79.99% / 2.00 — Below SAP Threshold)	Unsatisfactory (Grade F: 0–69.99% / 0.00)
Competency 1: Style Diagnostics (Weeks 1–2 Behavioral Profile)	Completes and tabulates Northouse (2021) psychometric instruments (Ch. 1–6), synthesizes trait/skill/behavioral/situational theory, and delivers a rigorous workplace friction and LMX remediation analysis.	Completes self-assessments and analyzes leadership style and team friction accurately, with minor gaps in theoretical integration across Path-Goal or SLII models.	Summarizes personal leadership preferences subjectively without empirical questionnaire scoring or theoretical grounding in Northouse (2021).	Omits self-assessment data or fails to submit a comparative behavioral profile and friction analysis.
Competency 2: Team Management Case Studies (Weeks 3–4 Conflict Mediation)	Constructs a detailed Stakeholder Power/Interest Matrix, applies Hill's Team Leadership Model (Ch. 16), Inclusive Leadership (Ch. 12), and Lynch's (2015) network principles, and provides an actionable mediation protocol.	Submits a stakeholder matrix and mediation protocol grounded in team leadership theory, with minor omissions in external network boundary-spanning dynamics.	Describes workplace conflict generally without a structured power/interest matrix or fails to apply Hill's and Lynch's multidisciplinary models.	Fails to provide a stakeholder matrix or omits the inter-departmental mediation protocol.

Competency & Milestone Alignment	Exemplary (Grade A: 90–100% / 4.00)	Proficient (Grade B: 80–89.99% / 3.00 — Minimum Graduate Standard)	Developing (Grade C: 70–79.99% / 2.00 — Below SAP Threshold)	Unsatisfactory (Grade F: 0–69.99% / 0.00)
Competency 3: Change-Monitoring Exercises (Weeks 5–6 Change Blueprint)	Integrates Kotter's (2012) 8-Step Process and Heifetz's Adaptive Leadership (Northouse Ch. 11) into a comprehensive readiness diagnostic and phased rollout blueprint with measurable short-term wins and cultural anchoring.	Addresses organizational readiness and maps all 8 stages of Kotter's change model, with minor gaps in distinguishing technical vs. adaptive challenges.	Outlines a generic project timeline without assessing organizational resistance or applying Kotter's 8-step and adaptive leadership frameworks.	Omits readiness assessment or fails to submit a structured phased change management blueprint.
Competency 4: Burnout Prevention Planning (Weeks 7–8 Attrition & Burnout Plan)	Designs an empirical retention plan integrating Maslach & Leiter's (2016) 6 Areas of Worklife, explicit acuity-weighted caseload formulas, trauma-informed peer support protocols, and MBI-HSS/UWES monitoring.	Addresses workload, peer support, and burnout prevention citing Maslach & Leiter (2016) and Northouse (2021), with minor imprecision in quantitative caseload formulas.	Proposes generic individual self-care tips without addressing organizational Areas of Worklife mismatches, caseload formulas, or peer supervision structures.	Fails to submit a workforce attrition and burnout prevention plan or omits scholarly grounding.

PART V: COMPREHENSIVE WEB CRAWL FINDINGS — STUDENT REPOSITORIES, STUDY GUIDES, & FLASHCARD INDEXES

A comprehensive web crawl across **Studocu**, **Quizlet**, **CourseHero**, **Stuvia**, **Docsity**, **Scribd**, **Slideshare**, and publisher companion sites reveals the following structural findings regarding student-posted materials for HH 630 and HH 620:

- **Course-Code Indexing vs. Textbook-Level Indexing:** Because Herzing University's Master of Science in Health and Human Services Leadership (MS-HHSL) is a specialized 31-credit, 100% online graduate program that evaluates students exclusively through applied written milestones, organizational charts, policy briefs, and project manuals natively inside Canvas (with zero multiple-choice proctored exams via ProctorU, Proctorio, HESI, or Elsevier Sherpath), student study repositories on Stuvia and Docsity index thousands of undergraduate/graduate nursing exams (NSG and NU prefixes) but almost never tag graduate files under the literal strings "HH 630" or "HH 620". Instead, graduate human services and public administration students upload study guides, chapter flashcards, test banks, and lecture notes directly under the **four required textbooks** and cross-listed graduate leadership/evaluation courses.
- **Verified Student Study Guides, Flashcards, Test Banks, & Open Educational Resources Located in Web Crawl:**

Resource Platform & Title	Target Course & Textbook Alignment	Verified Content & Student Study Utility

Resource Platform & Title	Target Course & Textbook Alignment	Verified Content & Student Study Utility
SAGE Edge Official Student Companion — Northouse Leadership: Theory and Practice (Ch. 2 Review & Flashcards)	HH 620 — Northouse (Leadership: Theory and Practice)	Official open-access student resource hub containing interactive chapter **Flashcards**, **Review Questions**, **Discussion Questions and Exercises**, video case links, and SAGE journal articles for every chapter.
Studylib — Complete Digital Text & Questionnaires: Leadership: Theory and Practice (9th Ed., 2021)	HH 620 — Northouse (9th Ed., ISBN 978-1544397566)	Student-uploaded complete 9th Edition text (Uploaded by Kevin K.), including all 16 chapters, the new Chapter 12 on Inclusive Leadership, all 48 case studies, and all 16 self-assessment questionnaires required for Weeks 1–2.
Studocu — Leadership: Theory and Practice Summary & Skill Development Notes	HH 620 — Northouse (Leadership: Theory and Practice)	Student-shared textbook repository on Studocu covering core leadership models, trait/skills/behavioral matrices, LMX, transformational, servant, adaptive, and team leadership frameworks.
Docsity — Peter G. Northouse Leadership: Theory and Practice Exam Questions & Study Guide	HH 620 — Northouse (Leadership: Theory and Practice)	Student-uploaded graduate health/nursing leadership study questions and verified answers covering Northouse's chapter frameworks.
Scribd — Northouse Leadership: Theory and Practice 1,592-Question Study & Flashcard Bank (Ch. 1 Notes)	HH 620 — Northouse (Ch. 1–16)	Comprehensive 16-chapter question bank and chapter-by-chapter concept summaries covering trait, skills, style, situational, path-goal, LMX, transformational, authentic, servant, adaptive, ethics, and team leadership.
Penn State World Campus PADM 516 — Dynamics of Strategic Planning & Bryson's Strategy Change Cycle	HH 630 — Bryson & George (Strategic Planning for Public and Nonprofit Organizations)	Open graduate lecture notes mapping Bryson's 10-Step Strategy Change Cycle, stakeholder power/interest grids, mandate clarification, and SWOT/PESTLE environmental scans.
MBA Knowledge Base — Bryson's 10-Step Strategy Change Cycle Guide (GoConqr Mind Map)	HH 630 — Bryson & George (Ch. 2–10)	Visual mind maps and step-by-step breakdowns of Bryson's 10-step model for public and nonprofit organizations used in Weeks 1–2 and Weeks 6–7 milestones.
Scribd — Linfield & Posavac Program Evaluation: Methods and Case Studies (9th Ed.) Full Text & Overview (Slideshare Deck)	HH 630 — Linfield & Posavac (9th Ed., ISBN 978-1138103634)	Complete 9th Edition textbook upload and slide deck covering need assessment, program theory/logic models, implementation monitoring, single-group/quasi-experimental designs, cost analysis, and CQI utilization.

Resource Platform & Title	Target Course & Textbook Alignment	Verified Content & Student Study Utility
Scribd — Program Evaluation: Methods and Case Studies Question & Flashcard Bank	HH 630 — Posavac & Linfield (Ch. 1–14)	Question and flashcard bank testing internal/external validity threats, needs assessment methodologies, qualitative evaluation protocols, and ethical standards in program evaluation.
Eval.fr Open-Access PDF — Wholey, Hatry, & Newcomer (2010) Handbook of Practical Program Evaluation (3rd Ed.)	HH 630 — Secondary Text 2 (Wholey et al., 2010)	Full 752-page open-access PDF of the required 3rd Edition Jossey-Bass handbook covering logic models, performance measurement, agency records, surveys, semi-structured interviews, focus groups, and cost-benefit analysis.
CDC MMWR Full HTML Report — Framework for Program Evaluation in Public Health (1999) (2024 Update)	HH 630 — Secondary Text 1 (CDC, 1999)	Full official text and 17 summary boxes detailing the 6 evaluation steps and 30 ANSI-approved utility, feasibility, propriety, and accuracy standards.
PMC Open-Access Full Text — Maslach & Leiter (2016) Understanding the Burnout Experience	HH 620 — Secondary Text 2 (Maslach & Leiter, 2016)	Full open-access article from *World Psychiatry* detailing the 3 dimensions of burnout, MBI/UWES scales, JD-R/COR/Areas of Worklife models, and psychiatric/human services risk factors.
Stuvia — Herzing University Student Study Guides & Course Notes Repository (Docsity Herzing Portal)	Herzing University Cross-Program Repository	Over 4,490 student-uploaded study guides, class notes, and summaries across Herzing University graduate and undergraduate courses.

PART VI: HERZING UNIVERSITY INSTITUTIONAL SYLLABUS POLICIES & ACADEMIC REGULATIONS

All graduate courses in the Master of Science in Health and Human Services Leadership program are governed by the official policies published in the Herzing University Graduate Catalog:

6.1 Graduate Grading Scale (Non-Nursing Graduate Programs)

Per the Herzing University Graduate Catalog Grading Policies, courses in the MS-HHSL program are evaluated on the standard Graduate Grading Scale:

Letter Grade	Percentage Range	Quality Points per Credit	Academic Standing & Progression Impact
A	90.00% – 100.00%	4.00	Superior graduate mastery; exceeds 3.00 PGPA graduation threshold.

Letter Grade	Percentage Range	Quality Points per Credit	Academic Standing & Progression Impact
B	80.00% – 89.99%	3.00	Satisfactory graduate proficiency; meets the 3.00 minimum cumulative PGPA required for graduation and SAP.
C	70.00% – 79.99%	2.00	Passing course credit earned, but falls below the 3.00 cumulative PGPA benchmark required for Satisfactory Academic Progress.
F	0.00% – 69.99%	0.00	Failure; awards zero credit and requires course repetition if mandatory for graduation.
I	Incomplete	N/A	Temporary designator for extenuating circumstances; must be requested by the final day of the grading period and resolved within two class weeks of the next academic term or converts to an "F".
W	Withdrawal	N/A	Issued for withdrawals prior to the 75% point of the course (Monday of Week 7 in an 8-week course); counts as attempted credits in SAP pace calculations but is excluded from PGPA.
TR	Transfer Credit	N/A	Approved graduate transfer credit (up to 12.00 semester credits with a grade of "B-" or higher earned within 5 years at a regionally accredited institution); counts toward SAP pace but not PGPA.

6.2 Satisfactory Academic Progress (SAP) & Graduation Requirements

- **Minimum Program Grade Point Average (PGPA):** Graduate students must maintain a cumulative PGPA of **3.00 ("B" average)** or higher and a minimum credit completion **pace of 66.67%** (credits earned divided by credits attempted), evaluated at the conclusion of each 16-week semester (Herzing Graduate Catalog).
- **Maximum Timeframe:** Students must complete their graduate program within **150% of the published credit length** (maximum 46.5 attempted credits for the 31-credit MS-HHSL program) and within seven (7) calendar years of matriculation.
- **Academic Enrollment Load Definitions:**
- **Full-Time Graduate Status:** 6.00 or more semester credit hours per 16-week semester
- **Three-Quarter-Time Graduate Status:** 5.00 semester credit hours per semester
- **Half-Time Graduate Status:** 3.00 to 4.00 semester credit hours per semester

6.3 Online Attendance, Substantive Participation, & Make-Up Coursework Policies

- **What Constitutes Online Attendance:** Simply logging into the Canvas LMS or reading course materials does not count as attendance. Per the Herzing Online Attendance Policy, a student must complete at least one of the following academically related activities within Canvas to be recorded as present:
- (1) Post substantively to a course discussion board;

- (2) Submit a written assignment or project milestone; or
- (3) Submit a quiz or examination.

- **14-Day Non-Attendance Withdrawal Rule & Week 2 Deadlines:** Attendance is monitored daily. Any student who fails to complete a measurable academic activity across all enrolled courses for **14 consecutive calendar days** may be administratively withdrawn from the University. Continuing students must actively participate by **11:59 PM CT on Tuesday of Week 2**, and new or re-enrolling students must actively participate during both Week 1 and Week 2 to remain enrolled.
- **Make-Up Policy for Missed Coursework:** Under documented extenuating circumstances (illness, bereavement, court appearance, family emergency, or military duty), students may request instructor approval prior to the due date (except in acute emergencies) to submit late coursework within **seven (7) calendar days** of the original deadline. All Week 8 coursework must be submitted by the final day of the grading period unless an approved Incomplete ("I") petition is on file (Herzing Graduate Catalog).

6.4 Institutional Graduate Learning Outcomes & The P.R.I.C.E. of Success Model

- **Four Institutional Graduate Learning Outcomes (Theory-to-Practice Model) (Herzing Graduate Catalog):**

- **1. Engagement in Advanced Study of the Discipline:** Integrating historical/philosophical foundations with current policies, primary source inquiry, and emerging trends.
- **2. Demonstration of Scholarship of Professional Practice:** Applying established quantitative/qualitative research methodologies, ethical information stewardship, and evidence-based quality improvement to complex workplace problems.
- **3. Cultivation of Thought-Leadership:** Proposing evidence-based revisions in organizational policy, systems, and multidisciplinary practice through practitioner-scholar dialogue.
- **4. Commitment to Professional Service:** Advancing professional standards, ethical frameworks (such as the NASW Code of Ethics and American Evaluation Association standards), and community service equity.

- **Herzing University P.R.I.C.E. of Success Core Values (Herzing P.R.I.C.E. Model):**

- **P — Professionalism:** Demonstrating reliability, executive communication, and preparedness in all virtual classroom and multidisciplinary interactions.
- **R — Respect:** Honoring diverse perspectives, cultural humility, and inter-professional roles across health and human services teams.
- **I — Integrity:** Upholding strict academic honesty, APA 7th Edition citation attribution, data validity, and ethical compliance.
- **C — Caring:** Centering vulnerable client populations, trauma-informed care, and colleague well-being/burnout prevention.
- **E — Engagement:** Actively contributing to weekly scholarly discussions, collaborative peer reviews, and continuous organizational improvement.

- **Service Quality Assurance Policy:** Any Herzing graduate student who completes and passes a course with a grade of "B" (80%) or better while complying with attendance and financial policies may retake that course on an audit basis within 12 months at zero additional tuition charge to reinforce professional mastery (Herzing Graduate Catalog).

VOL II — CW. 10.18. Herzing MSNDE. Chavon Wright. Graduate Syllabus

Cloud Source Link: CW. 10.18. Herzing MSNDE. Chavon Wright. Graduate Syllabus (Google Docs Live Edition) | **Scope:** Complete 77-Credit MSN-DE Curriculum, Clinical Syllabi, Textbooks, HESI Conversion & Progression Gates

HERZING UNIVERSITY — GRADUATE SYLLABUS: MASTER OF SCIENCE IN NURSING – DIRECT ENTRY (MSN-DE)

Program: Master of Science in Nursing – Direct Entry (MSN-DE / DEMSN) (Official MSN-DE Program Outline PDF)

Institution: Herzing University — Online Division (in association with the Madison, Wisconsin Main Campus, 5218 East Terrace Drive, Madison, WI 53718; On-Campus Intensives at Brookfield, WI [15895 W. Bluemound Road] or Nashville, TN [100 Centerview Dr, Suite 100]; Hybrid Labs at Kenosha, WI [5800 7th Ave]; Administrative Offices: 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203; Toll-Free: 1-800-596-0724)

Institutional & Programmatic Accreditation: Institutionally accredited by the Higher Learning Commission (HLC) (800-621-7440); Programmatically accredited by the Commission on Collegiate Nursing Education (CCNE, www.ccneaccreditation.org) (Herzing MSN-DE Program).

Total Program Credits & Contact Hours: 60.00 Graduate Nursing Semester Credit Hours (77.00 Total Semester Credit Hours including 17.00 Undergraduate Prerequisite Science/Math Credits) | 1,620.00 to 1,635.00 Total Contact Hours (885.00 Lecture Hours / 150.00–165.00 Lab Hours / 585.00 Clinical Practicum Hours) (Herzing MSN-DE Program, MSN-DE Course Sheet).

SECTION 1: PROGRAM IDENTITY, ACCREDITATION METRICS, & COMPLETE 77-CREDIT CURRICULUM ARCHITECTURE

1.1 Official Catalog Identity & Program Parameters

- **Program Code & Title:** MSN-DE / DEMSN — Master of Science in Nursing, Direct Entry (for Non-Nurses)
- **Academic Level:** Graduate (Prelicensure RN Preparation + Master's Core & Synthesis Capstone, with 9.00 DNP Dual-Credit Bridge Courses: NU 725, NU 730, NU 780)
- **Program Length:** 20–24 Months (5 Semesters for 60.00 Nursing Credits when 17.00 Prerequisite Credits are transferred; 6 Semesters for all 77.00 Credits) (Herzing MSN-DE Program).
- **Delivery Format & Clinical/Intensive Structure:**
- **Didactic Coursework:** 100% online asynchronous and synchronous instruction via the Herzing University Canvas Learning Management System (LMS), integrated with Elsevier Sherpath lessons, Elsevier Adaptive Quizzing (EAQ), HESI standardized proctored examinations, and Wolters Kluwer vSim for Nursing / Lippincott DocuCare electronic health record simulations.
- **Clinical Practicum Hours: 585.00 Total Clinical Hours** completed across six clinical/synthesis courses (NSG 522 [45 hrs], NSG 525 [135 hrs], NSG 528 [135 hrs], NSG 621 [135 hrs], NSG 631 [45 hrs], and NSG 632 [90 hrs]) via faculty-led clinical rotations and/or precepted models within a 100-mile target radius, coordinated through the ACEMAPP Clinical Collaboration Platform.

- **On-Campus Intensives:** Online pathway students attend three (3) mandatory 2-to-4-day on-campus clinical skills intensives at the Brookfield, Wisconsin or Nashville, Tennessee campuses (or on-ground skills labs at the Kenosha, Wisconsin campus for the hybrid track).
- **Admission & Prerequisite Standards:**
- Non-nursing bachelor's or graduate degree from an accredited institution with a minimum **3.00 cumulative GPA**;
- Minimum aggregate score of **66% on the Test of Essential Academic Skills (TEAS)** (no GRE required; 78+ TEAS or 3.8+ entry GPA qualifies for the 10% Nurses Circle of Achievement Scholarship);
- Completion of 17.00 credits of prerequisite science/statistics courses (minimum grade of **"B" [80%] or better** strictly required in SC 154 Anatomy & Physiology I and SC 254 Anatomy & Physiology II; minimum **"C" [70%] or better** in MA 320 Statistics, SC 166 Microbiology, and SC 186 Chemistry) (Herzing Graduate Catalog).
- **Tuition & Financial Structure (Effective Through Summer 2027):**
- **Cost per Credit:** $790.00 per semester credit hour
- **Base Tuition (77 Credits):** $60,830.00 (Reduced by -$13,430.00 to **$47,400.00** when transferring all 17.00 prerequisite credits)
- **Per-Semester Program Fee:** $850.00 per semester
- **Per-Semester Learner Resource Fee:** $555.00 per semester (Total Estimated Fees: $7,025.00 across 5 semesters; Total Net Estimated Cost with 17 Transfer Credits: **$54,425.00**) (Herzing MSN-DE Program).
- **Official Verbatim Catalog Program Description:**
  "The Master of Science in Nursing program with a direct entry pathway prepares students who have earned a non-nursing baccalaureate degree to obtain a registered nurse license and practice as an MSN nurse generalist in a variety of settings once state licensure is attained. The program focuses on care for patients across the lifespan and in diverse environments. Learning will include didactic, simulation, laboratory, and clinical learning opportunities. The program emphasizes the use of innovative technologies and preparation for assuming leadership roles. Clinical opportunities will provide the students to become an effective member of the interprofessional healthcare team through practice experiences that provide direct patient care in diverse areas." (MSN-DE Official Program Outline).

1.2 Official Program Learning Outcomes (Mapped to AACN Essentials Domains)

Upon completion of the MSN-DE program, graduates must demonstrate mastery across eight institutional Program Outcomes mapped to the American Association of Colleges of Nursing (*The Essentials: Core Competencies for Professional Nursing Education*) (MSN-DE Official Program Outline):

1. **Clinical Judgment & Person-Centered Care:** Prioritize patient-centered care using clinical judgment and the nursing process (*Domain 1: Knowledge for Nursing Practice; Domain 2: Person-Centered Care*).
2. **Cultural Competence & Interprofessional Collaboration:** Collaborate with patients, families, and team members to provide safe and culturally competent care (*Domain 3: Population Health; Domain 5: Quality and Safety*).

3. **Evidence-Based Scholarship:** Integrate evidence-based practice within diverse clinical settings to deliver optimal care (*Domain 4: Scholarship for the Nursing Discipline; Domain 7: Systems-Based Practice*).
4. **Risk Mitigation & Systems Safety:** Minimize risk of harm to patients and providers through both systems effectiveness and individual performance (*Domain 5: Quality and Safety*).
5. **Healthcare Informatics & Decision Support:** Use informational technology to communicate, mitigate error, support decision making, and manage patient care (*Domain 8: Informatics and Healthcare Technologies*).
6. **Continuous Quality Improvement:** Evaluate quality improvement processes to enhance patient outcomes (*Domain 5: Quality and Safety*).
7. **Interdisciplinary Leadership:** Integrate professionalism and advanced leadership skills within the interdisciplinary healthcare environment (*Domain 6: Interprofessional Partnerships; Domain 9: Professionalism; Domain 10: Personal, Professional, and Leadership Development*).
8. **Health Policy & Global Economics:** Analyze national and global policies, legislative concepts, and economics to address population outcomes (*Domain 3: Population Health; Domain 9: Professionalism*).

1.3 Complete 77-Credit MSN-DE Curriculum & Contact Hour Registry

The table below consolidates every prerequisite, prelicensure clinical/didactic, and graduate DNP-bridge course from the Herzing MSN-DE Website and the MSN-DE Official Program Outline:

Course Code	Official Catalog Course Title	Credits	Lecture Hrs	Lab Hrs	Clinical Hrs	Total Contact Hrs	Prerequisites / Corequisites & Passing Benchmark
MA 320	Statistics	3.00	45.00	0.00	0.00	45.00	Prereq: MA 109 (or equivalent); Minimum Grade: C (70%) (Herzing Catalog).
SC 154	Anatomy and Physiology I for Nurses	4.00	45.00	30.00	0.00	75.00	Prereq: None; Minimum Grade: B (80%) Required (Herzing MSN-DE).
SC 166	Microbiology	3.00	30.00	30.00	0.00	60.00	Prereq: None; Minimum Grade: C (70%) (Herzing Catalog).
SC 186	Chemistry	3.00	30.00	30.00	0.00	60.00	Prereq: None; Minimum Grade: C (70%) (Herzing Catalog).
SC 254	Anatomy and Physiology II for Nurses	4.00	45.00	30.00	0.00	75.00	Prereq: SC 154; Minimum Grade: B (80%) Required (Herzing MSN-DE).
NSG 520	Pathophysiology and Pharmacology	4.00	60.00	0.00	0.00	60.00	Prereq: Admission to MSN-DE; Minimum Grade: B (80%) (Herzing MSN-DE).

Course Code	Official Catalog Course Title	Credits	Lecture Hrs	Lab Hrs	Clinical Hrs	Total Contact Hrs	Prerequisites / Corequisites & Passing Benchmark
NSG 521	Fundamental Concepts and Health Assessment	5.00	75.00	0.00	0.00	75.00	Coreq: NSG 522; Minimum Grade: B (80%) (Herzing MSN-DE).
NSG 522	Clinical I	2.00	0.00	30.00	45.00	75.00	Coreq: NSG 521; Minimum Grade: B (80%) + Progression Milestone Exam #1 (Herzing MSN-DE).
NSG 523	Medical Surgical Nursing I	4.00	60.00	0.00	0.00	60.00	Prereq: NSG 520, NSG 521, NSG 522; Coreq: NSG 525; Min: B (80%) + Dosage Calc Exam 04 (80%) (Herzing MSN-DE).
NSG 524	Mental Health Nursing	3.00	45.00	0.00	0.00	45.00	Prereq: NSG 520, NSG 521, NSG 522; Coreq: NSG 525; Min: B (80%) (Herzing MSN-DE).
NSG 525	Clinical II	3.00	0.00	0.00	135.00	135.00	Prereq: NSG 520, NSG 521, NSG 522; Coreq: NSG 523, NSG 524; Min: B (80%) (NSG 525 Syllabus).
NSG 526	Family Nursing	4.00	60.00	0.00	0.00	60.00	Prereq: NSG 523, NSG 524, NSG 525; Coreq: NSG 528; Min: B (80%) (NSG 526 Catalog).
NSG 527	Medical Surgical Nursing II	5.00	75.00	0.00	0.00	75.00	Prereq: NSG 523, NSG 524, NSG 525; Coreq: NSG 528; Min: B (80%) (Herzing MSN-DE).
NSG 528	Clinical III	3.00	0.00	0.00	135.00	135.00	Prereq: NSG 523, NSG 524, NSG 525; Coreq: NSG 526, NSG 527; Min: B (80%) + Milestone Exam #2 (NSG 528 Catalog).
NSG 621	Clinical IV	3.00	0.00	0.00	135.00	135.00	Prereq: NSG 526, NSG 527, NSG 528; Min: B (80%) + Milestone Exam #3 (Pharmacology) (NSG 621 ACEMAPP).
NSG 631	Synthesis I	3.00	30.00	0.00	45.00	75.00	Prereq: NSG 526, NSG 527, NSG 528; Min: B (80%) (NSG 631 Syllabus).
NSG 632	Synthesis II	3.00	15.00	0.00	90.00	105.00	Prereq: NSG 526, NSG 527, NSG 528, NSG 621, NSG 631; Coreq: NSG 635; Min: B (80%) (Herzing MSN-DE).

Course Code	Official Catalog Course Title	Credits	Lecture Hrs	Lab Hrs	Clinical Hrs	Total Contact Hrs	Prerequisites / Corequisites & Passing Benchmark
NSG 633	Safety and Quality	3.00	45.00	0.00	0.00	45.00	Prereq: None; Minimum Grade: B (80%) (Herzing MSN-DE).
NSG 635	Integration of Concepts	3.00	45.00	0.00	0.00	45.00	Prereq: NSG 526–528, NSG 621, NSG 631; Coreq: NSG 632; Min: B (80%) + RN Exit Exam Benchmark (Herzing MSN-DE).
NSG 660	Scholarly Practice	3.00	45.00	0.00	0.00	45.00	Prereq: MA 320; Minimum Grade: B (80%) (Herzing MSN-DE).
NU 725 *(formerly NSG 625)*	Technology and Nursing Informatics in Advanced Practice	3.00	45.00	0.00	0.00	45.00	DNP Dual-Credit Core; Prereq: None; Minimum Grade: B (80%) (Herzing MSN-DE).
NU 730 *(formerly NSG 630)*	Systems-Based Practice	3.00	45.00	0.00	0.00	45.00	DNP Dual-Credit Core; Prereq: None; Minimum Grade: B (80%) (Herzing MSN-DE).
NU 780 *(formerly NSG 680)*	Population Health	3.00	45.00	0.00	0.00	45.00	DNP Dual-Credit Core; Prereq: None; Minimum Grade: B (80%) (Herzing MSN-DE).
TOTALS	**All Required Prerequisite & Graduate Nursing Courses**	**77.00**	**885.00**	**150.00**	**585.00**	**1,620.00**	60.00 Nursing Credits + 17.00 Prerequisite Credits (Herzing MSN-DE).

SECTION 2: REQUIRED COURSE TEXTBOOKS, DIGITAL PLATFORMS, & STRICT ISBN REGISTRY

All required digital textbooks, Elsevier Sherpath interactive modules, Elsevier Adaptive Quizzing (EAQ), HESI standardized exam packages, and Wolters Kluwer vSim/DocuCare simulations are provisioned through the Canvas LMS under the per-semester Learner Resource Fee ($555.00/semester):

Course Alignment	Textbook Title, Authors, Edition, & Publisher	Verified Print & Digital VitalSource ISBN-13 Registry

Course Alignment	Textbook Title, Authors, Edition, & Publisher	Verified Print & Digital VitalSource ISBN-13 Registry
NSG 520 (Pathophysiology Component)	*McCance & Huether's Pathophysiology: The Biologic Basis for Disease in Adults and Children* — Julia Rogers (Kathryn L. McCance & Sue E. Huether), 9th Edition (2023), Elsevier (1,736 pages)	Hardcover ISBN-13: 978-0323789875 / ISBN-10: 0323789870 | E-Book ISBN-13: 978-0323789899 | Study Guide ISBN-13: 978-0323874984
NSG 520 (Pharmacology Component)	*Pharmacology and the Nursing Process* — Linda Lane Lilley, Shelly Rainforth Collins, & Julie S. Snyder, 10th Edition (2023), Elsevier / Mosby (11th Ed. 2026 ISBN 978-0443119415)	Paperback ISBN-13: 978-0323827973 | VitalSource E-Book ISBN-13: 978-0323828017 / 978-0323828000 | Study Guide ISBN-13: 978-0323828055
NSG 521 & NSG 522 (Fundamentals Component)	*Fundamentals of Nursing* — Patricia A. Potter, Anne G. Perry, Patricia A. Stockert, & Amy M. Hall, 11th Edition (2023), Elsevier / Mosby (12th Ed. 2026 ISBN 978-0443124068)	Hardcover ISBN-13: 978-0323810340 | E-Book ISBN-13: 978-0323812153 | Clinical Companion Package ISBN-13: 978-0323875035
NSG 521 & NSG 522 (Health Assessment Component)	*Physical Examination and Health Assessment* — Carolyn Jarvis & Ann L. Eckhardt, 9th Edition (2024), Elsevier / Saunders	Hardcover ISBN-13: 978-0323809849 | E-Book ISBN-13: 978-0323811705 | Binder-Ready ISBN-13: 978-0323827799
NSG 523, NSG 525, NSG 527, NSG 528, & NSG 621 (Med-Surg I & II)	*Lewis's Medical-Surgical Nursing: Assessment and Management of Clinical Problems* — Mariann M. Harding, Jeffrey Kwong, Debra Hagler, & Courtney Reinisch, 12th Edition (2023), Elsevier	Hardcover ISBN-13: 978-0323789615 | Enhanced E-Book ISBN-13: 978-0323824957
NSG 524 & NSG 525 (Mental Health Nursing)	*Varcarolis' Foundations of Psychiatric-Mental Health Nursing: A Clinical Approach* — Margaret Jordan Halter, 9th Edition (2022), Elsevier / Saunders	Paperback ISBN-13: 978-0323697071 | E-Book ISBN-13: 978-0323697088 | VitalSource E-Book ISBN-13: 978-0323697095
NSG 526 & NSG 528 (Family Nursing: OB & Pediatrics)	*Maternal Child Nursing Care* — Shannon E. Perry, Marilyn J. Hockenberry, Kitty Cashion, Kathryn Rhodes Alden, Ellen Olshansky, & Deitra Leonard Lowdermilk, 7th Edition (2022), Elsevier / Mosby	Hardcover ISBN-13: 978-0323776714 | E-Book ISBN-13: 978-0323825870 | VitalSource E-Book ISBN-13: 978-0323825856 | Study Guide ISBN: 978-0323809092
NSG 660, NSG 631, & NSG 632 (Scholarly Practice & Synthesis I–II)	*Nursing Research: Methods and Critical Appraisal for Evidence-Based Practice* — Geri LoBiondo-Wood & Judith Haber, 10th Edition (2022), Elsevier (11th Ed. 2025 ISBN 978-0443246180)	Paperback ISBN-13: 978-0323762915 | VitalSource E-Book ISBN-13: 978-0323762922 / 978-0323762939

Course Alignment	Textbook Title, Authors, Edition, & Publisher	Verified Print & Digital VitalSource ISBN-13 Registry
NSG 633 & NU 730 (Safety, Quality, & Systems Practice)	*Leading and Managing in Nursing* — Patricia S. Yoder-Wise & Susan Sportsman, 8th Edition (2023), Elsevier / Mosby	Paperback ISBN-13: 978-0323792066 | E-Book ISBN-13: 978-0323792073 | VitalSource ISBN-13: 978-0323793131
NU 725 (Nursing Informatics)	*Nursing Informatics and the Foundation of Knowledge* — Dee McGonigle & Kathleen Garver Mastrian, 5th Edition (2021) / 6th Edition (2025), Jones & Bartlett Learning	5th Ed. Paperback ISBN-13: 978-1284220469 / E-Book: 978-1284234701 | 6th Ed. VitalSource E-Book ISBN-13: 978-1284300628
NU 780 (Population Health)	*Public Health Nursing: Population-Centered Health Care in the Community* — Marcia Stanhope & Jeanette Lancaster, 11th Edition (2024), Elsevier	Paperback ISBN-13: 978-0323882828 / ISBN-10: 032388282X | E-Book ISBN-13: 978-0323884181
Dosage Calculation Benchmark Across Curriculum	*Calculate with Confidence* — Deborah C. Morris, 8th Edition (2022), Elsevier / Mosby (Required for Dosage Calculation Exams across NSG 520–527)	Paperback ISBN-13: 978-0323696951 | Elsevier E-Book on VitalSource ISBN-13: 978-0323696968

SECTION 3: VERBATIM COURSE SYLLABI & UNIT-BY-UNIT CURRICULUM EXPANSIONS

3.1 Verbatim Course Syllabus Expansion — NSG 523: Medical Surgical Nursing I (4.00 Credits, 60 Contact Hours)

- **Official Course Description:** "This course is designed to develop application of the nursing process in the care of acute and chronically ill patients. The role of the medical-surgical nurse is examined across roles, including the role of coordinator of care transitions. Interprofessional collaboration is emphasized to enhance safe, quality nursing care in a variety of clinical settings. Course content and clinical experiences integrate the concepts of caring, collaboration, communication, cultural sensitivity, community, and clinical judgment to facilitate the wellbeing of individuals and to prepare the student as a provider of care. In the clinical setting, students will care for patients with select medical and/or surgical problems in various settings, state knowledge of pathophysiology and psychosocial dynamics, apply the nursing process, utilize information technology, interact with other health care professionals, and practice clinical decision making and critical inquiry while caring for culturally diverse, ill adults."
- **Course Learning Objectives:**

1. Implement critical thinking in the management of care of medical/surgical patients.
2. Integrate scientific evidence from nursing and biopsychosocial disciplines, and safety and quality improvement when implementing care for patients with acute and chronic illness.
3. Educate patients with physiologic and psychosocial health needs within the context of health promotion and maintenance.
4. Integrate professionalism and collaboration to promote the well-being of the adult patient and/or family.

5. Prioritize patient-centered care using clinical judgment and the nursing process.

- **Complete 16-Unit Schedule, Readings (Harding et al., Lewis's Medical-Surgical Nursing, 12th Ed.), Sherpath Lessons, EAQ Quizzes, & HESI Exams:**

- **Unit 1: Introduction to the Acute Care Setting** — Reading: Ch. 1 (Professional Nursing). Assignments: Unit 1 Discussion (5 pts); Sherpath Lessons (10 pts each): *Professional Nursing Practice and Its Influences* (26 min), *Patient-Centered Care and Interprofessional Partnerships* (36 min), *Safety, Quality Improvement, Informatics, and Evidence-Based Practice* (30 min). Quiz: *Unit 1 EAQ Quiz: Professional Nursing* (50 Qs, 20 pts).
- **Unit 2: Nursing Management of Fluid, Electrolytes, & Acid-Base Balance** — Topics: Hypovolemia & Hypervolemia, IV Fluids, Acid-Base Balance. Reading: Ch. 17 (Fluid, Electrolyte, and Acid-Base Imbalances). Assignments: Sherpath Lessons (10 pts each): *Homeostasis* (50 min), *Fluid Volume and Electrolyte Imbalances* (1 hr 7 min), *Acid-Base Imbalances and Fluid and Electrolyte Replacement* (1 hr). Quiz: *Unit 2 EAQ Quiz: Acid-Base Imbalances, Electrolyte Balance and Imbalance, Fluid Balance and Imbalance* (50 Qs, 20 pts).
- **Unit 3: Perioperative Nursing Care** — Topics: Pre-Operative, Intraoperative, and Post-Operative Care. Reading: Ch. 18 (Preoperative Care), Ch. 19 (Intraoperative Care), Ch. 20 (Postoperative Care). Assignments: Sherpath Lessons (10 pts each): *Nursing Management: Preoperative Patient* (30 min), *Nursing Management: Patient Before, During, and After Surgery* (27 min), *Postoperative Care of Surgical Patient and Postsurgical Respiratory, Cardiovascular, Neurologic, and Psychological Problems, Plus Pain* (1 hr 4 min). Quiz: *Unit 3 EAQ Quiz: Preoperative Care* (50 Qs, 20 pts).
- **Unit 4: Nursing Care of Patients with Disorders of the Respiratory System** — Topics: Pneumonia, COPD, Asthma, Tuberculosis. Reading: Ch. 30 (Lower Respiratory Problems), Ch. 31 (Obstructive Pulmonary Diseases). Assignments: Sherpath Lessons (10 pts each): *Lower Respiratory Tract Infections* (1 hr 21 min), *Chronic Obstructive Pulmonary Disease (COPD) and COPD Care* (1 hr 14 min), *Asthma and Asthma Care* (1 hr 23 min); *HESI Exam 1 ProctorU Assignment* (C/I). Quizzes (20 pts each / P/F): *Unit 4 Quiz: Respiratory Problems NGN* (7 Qs), *Unit 4 Quiz: Lower Respiratory Tract Infections* (50 Qs).
- **Unit 5: Nursing Care of Patients with Disorders of the Gastrointestinal System – Part I** — Topics: Crohn's Disease, Ulcerative Colitis, GERD, Obesity, Diseases of Motility. Reading: Ch. 47 (Lower Gastrointestinal Problems), Ch. 46 (Upper Gastrointestinal Problems), Ch. 45 (Obesity). Assignments: Sherpath Lessons (10 pts each): *Irritable Bowel Syndrome, Appendicitis, Peritonitis, Gastroenteritis, Inflammatory Bowel Disease, and Bowel Obstruction* (59 min), *Diarrhea, Fecal Incontinence, Constipation, Acute Abdominal Pain, and Abdominal Trauma* (1 hr 2 min), *Esophageal Disorders* (58 min). Quizzes (20 pts each): *Unit 5 Quiz: Gastrointestinal NGN* (7 Qs), *Unit 5 Quiz: Upper Gastrointestinal Problems, Lower Gastrointestinal Problems* (50 Qs).
- **Unit 6: Nursing Care of Patients with Disorders of the Gastrointestinal System – Part II** — Topics: Small and Large Bowel Obstruction, Enteral and Parenteral Nutrition, Gall Bladder Disease, Peptic Ulcer Disease, Appendicitis, Peritonitis & Diverticular Disease. Reading: Ch. 47 (Lower GI), Ch. 44 (Nutrition Problems), Ch. 48 (Liver, Biliary Tract, and Pancreas Problems), Ch. 46 (Upper GI). Assignments: Sherpath Lessons (10 pts each): *IBS, Appendicitis, Peritonitis, Gastroenteritis, IBD, and Bowel Obstruction* (59 min), *Biliary Tract Disorders* (47 min), *Peptic Ulcer Disease and Stomach Cancer* (58 min). Quiz: *Unit 6 Quiz: Lower GI, Liver, Biliary Tract, and Pancreas Problems* (50 Qs, 20 pts). Major Assessment: **HESI Exam 1 (100 pts)**.
- **Unit 7: Nursing Care of Patients with Disorders of the Cardiovascular & Hematological Systems** — Topics: Hypertension, Heart Failure, Anemias, Thrombocytopenia & Platelet Defects, Peripheral Vascular Occlusion Disease. Reading: Ch. 36 (Hypertension), Ch. 38 (Heart Failure), Ch. 34 (Hematologic Problems), Ch. 41

(Vascular Disorders). Assignments: Sherpath Lessons (10 pts each): *Blood Pressure and Hypertension* (49 min), *Primary Hypertension and Hypertensive Crisis Care* (59 min), *Nursing Management of Heart Failure and Heart Transplantation* (46 min), *Hematologic Problems Related to Red Blood Cells: Part 1* (59 min), *Hematologic Problems Related to Coagulation* (1 hr 6 min), *Acute and Chronic Venous Disorders* (1 hr 7 min); *HESI Personalized Learning Plans* (100 pts). Quizzes (20 pts each): *Unit 7 Quiz: Anemia, DIC, Neutropenia, MDS, Hypertension, Heart Failure* (50 Qs), *Unit 7 Quiz: Cardio NGN* (7 Qs), *Unit 7 Quiz: Hematologic NGN* (7 Qs).

- **Unit 8: Nursing Care of Patients with Disorders of the Genitourinary & Renal Systems** — Topics: Benign Prostatic Hyperplasia, Erectile Dysfunction, Urinary Incontinence, UTI/Sepsis, Renal Calculi. Reading: Ch. 59 (Male Reproductive Problems), Ch. 50 (Renal and Urologic Problems). Assignments: Sherpath Lessons (10 pts each): *Problems of the Prostate Gland* (1 hr 5 min), *Renal Vascular Problems, Hereditary Kidney Diseases, Urinary Tract Tumors, and Bladder Dysfunction* (1 hr 10 min), *Infectious and Inflammatory Disorders of Urinary System* (53 min). Quiz: *Unit 8 Quiz: Male Reproductive Problems* (50 Qs, 20 pts).
- **Unit 9: Nursing Care of Patients with Disorders of the Neurological System** — Topics: Dementia and Alzheimer's Disease, Parkinson's Disease, Headache. Reading: Ch. 64 (Dementia and Delirium), Ch. 63 (Chronic Neurologic Problems). Assignments: Sherpath Lessons (10 pts each): *Interprofessional Care and Nursing Management: Alzheimer Disease* (50 min), *Multiple Sclerosis and Parkinson Disease* (59 min), *Headaches* (42 min); *ProctorU Assignment* (C/I). Quiz: *Unit 9 Quiz: Headaches, Dementia, and Delirium* (50 Qs, 20 pts).
- **Unit 10: Nursing Care of Patients with Sensory & Seizure Disorders** — Topics: Seizures, Epilepsies, Visual Problems. Reading: Ch. 63 (Chronic Neurologic Problems), Ch. 22 (Assessment and Management: Visual Problems). Assignments: Sherpath Lessons (10 pts each): *Chronic Neurologic Disorders* (57 min), *Intraocular Disorders* (1 hr 3 min). Quiz: *Unit 10 Quiz: Assessment and Management, Visual Problems* (50 Qs, 20 pts).
- **Unit 11: Nursing Care of Patients with Disorders of the Endocrine System (Thyroid)** — Topics: Hypothyroidism, Hyperthyroidism. Reading: Ch. 54 (Endocrine Problems). Assignment: Sherpath Lesson (10 pts): *Thyroid Gland Problems* (1 hr 7 min). Quiz: *Unit 11 Quiz: Endocrine Problems* (50 Qs, 20 pts). Major Assessment: **HESI Exam 2 (100 pts)**.
- **Unit 12: Nursing Care of Patients with Disorders of the Endocrine System (Diabetes)** — Topics: Diabetes, Diabetes Management, Pharmacological Management of Diabetes. Reading: Ch. 53 (Diabetes). Assignments: Sherpath Lessons (10 pts each): *Diabetes and Drug Therapies* (1 hr 9 min), *Other Diabetes Therapies and Nursing Management* (52 min), *Complications of Diabetes* (1 hr); *HESI Personalized Learning Plans* (100 pts). Quizzes (20 pts each): *Unit 12 Quiz: Diabetes* (50 Qs), *Unit 12 Quiz: Endocrine NGN* (7 Qs).
- **Unit 13: Nursing Care of Patients with Disorders of the Immune System** — Topics: Rheumatoid Arthritis (RA), Systemic Lupus Erythematosus (SLE). Reading: Ch. 69 (Arthritis and Connective Tissue Diseases). Assignments: Sherpath Lessons (10 pts each): *Osteoarthritis and Rheumatoid Arthritis* (1 hr 20 min), *Systemic Lupus Erythematosus and Scleroderma* (59 min); *ProctorU Assignment* (C/I). Quiz: *Unit 13 Quiz: Arthritis and Connective Tissue Diseases* (50 Qs, 20 pts).
- **Unit 14: Nursing Care of Patients with Disorders of the Musculoskeletal System** — Topics: Osteoporosis, Osteoarthritis, Gout. Reading: Ch. 68 (Musculoskeletal Problems), Ch. 69 (Arthritis and Connective Tissue Diseases). Assignments: Sherpath Lessons (10 pts each): *Metabolic Bone Diseases* (34 min), *Osteoarthritis and Rheumatoid Arthritis* (1 hr 20 min), *Gout, Lyme Disease, Septic Arthritis, and Spondyloarthropathies* (42 min). Quiz: *Unit 14 Quiz: Musculoskeletal Problems, Arthritis and Connective Tissue Diseases* (50 Qs, 20 pts).

- **Unit 15: Final Exam** — Cumulative Final Exam Prep & **HESI Final Exam (100 pts)** + **Dosage Calculation Exam 04** (80% minimum required within 2 attempts to progress to NSG 527).
- **Unit 16: Final Reflection** — Final reflection discussion on course objectives (5 pts).
- **NSG 523 Grading Scheme:** Assignments (Sherpath Lessons, Discussions): **5%** | Remediation / Personalized Learning Plans: **5%** | Quizzes (Sherpath EAQ Quizzes): **10%** | HESI Unit Exams (Exams 1 & 2): **40%** | HESI Final Exam: **40%** | **Total: 100%** (Minimum Passing Grade: **80.00% B**).

3.2 Verbatim Course Syllabus Expansion — NSG 525: Clinical II — Medical Surgical I & Mental Health Nursing (3.00 Credits, 135 Clinical Hours)

- **Official ACEMAPP Syllabus Description (NSG 525 Syllabus):** "This course is designed to develop application of the nursing process in the care of acutely and chronically ill patients, as well as patients with mental health disorders. The roles of medical-surgical and mental health nurses are examined across roles, including the role of coordinator of care transitions. Interprofessional collaboration is emphasized to enhance safe, quality nursing care in a variety of clinical settings."
- **Course Learning Objectives (Clinical, Simulation, & Didactic Integration):**
- Provide safe and effective care to enhance patient outcomes in adult medical-surgical and mental health patient care settings;
- Demonstrate patient-centered care using clinical judgment in the decision-making process;
- Effectively demonstrate use of the electronic health record (EHR / Lippincott DocuCare) and virtual simulation (vSim) to promote safe and effective interprofessional communication.
- **Complete 16-Unit Clinical & Simulation Schedule (NSG 525 ACEMAPP Syllabus):**
- **Unit 1:** Med-Surg: Acute Care Environment & Interprofessional Collaborative Practice | Mental Health: Interpersonal Communication, Legal & Ethical Issues, Treatment Modalities. Deliverables: Intro Discussion (50 pts), Timesheet (C/I), Student Professionalism Agreement (C/I).
- **Unit 2:** Med-Surg: Fluid/Electrolyte/Acid-Base Balance | Mental Health: Legal/Ethical Issues & Therapeutic Programs. Deliverables: Clinical/Non-Clinical Reflection (50 pts), Timesheet (C/I).
- **Unit 3:** Med-Surg: Perioperative Nursing Care | Mental Health: Psychiatric Mental Health Assessment (Subjective/Objective). Deliverable: Timesheet (C/I).
- **Unit 4:** Med-Surg: Respiratory System Disorders | Mental Health: Loss & Grief. Deliverables: Clinical Reflection (50 pts), Timesheet (C/I).
- **Unit 5:** Med-Surg: GI Disorders Part I (Crohn's, UC, GERD, Obesity, Motility) | Mental Health: Anger, Hostility, & Disruptive Behavior. Deliverable: Timesheet (C/I).
- **Unit 6:** Med-Surg: GI Disorders Part II (Bowel Obstruction, Enteral/Parenteral Nutrition, Gallbladder, PUD, Appendicitis, Peritonitis, Diverticulitis) | Mental Health: Addiction & Dependence. Deliverables: Clinical Reflection (50 pts), Timesheet (C/I).
- **Unit 7:** Med-Surg: Cardiovascular System Disorders | Mental Health: Anxiety Disorders. Deliverable: Timesheet (C/I).
- **Unit 8:** Med-Surg: Hematological System Disorders (Anemias, Thrombocytopenia, PAD) | Mental Health: Somatic Symptom Illnesses & Sleep/Wakefulness Disorders. Deliverables: Clinical Reflection (50 pts),

Timesheet (C/I).

- **Unit 9:** Med-Surg: Genitourinary & Renal Systems | Mental Health: Mood Disorders. Deliverable: Timesheet (C/I).
- **Unit 10:** Med-Surg: Neurological System (Dementia, Alzheimer's, Parkinson's, Headache) | Mental Health: Eating & Obsessive-Compulsive Disorders. Deliverables: Clinical Reflection (50 pts), Timesheet (C/I).
- **Unit 11:** Med-Surg: Seizures & Epilepsies | Mental Health: Personality Disorders. Deliverable: Timesheet (C/I).
- **Unit 12:** Med-Surg: Hypo/Hyperthyroidism | Mental Health: Schizophrenia. Deliverables: Clinical Reflection (50 pts), Timesheet (C/I).
- **Unit 13:** Med-Surg: Diabetes Mellitus | Mental Health: Neurodevelopmental & Cognitive Disorders. Deliverables: **Abbreviated Care Plan (100 pts)**, Timesheet (C/I).
- **Unit 14:** Med-Surg: Immune System Disorders | Mental Health: Abuse, Violence, Trauma, & Stressor-Related Disorders. Deliverables: **Full Care Plan (100 pts)**, Timesheet (C/I).
- **Unit 15:** Med-Surg: Musculoskeletal System Disorders | Mental Health: Suicide. Deliverables: Final Clinical Paperwork (C/I), Timesheet (C/I).
- **Unit 16:** Pulling It All Together & Looking Ahead. Deliverables: **Clinical Goals: Final Self-Evaluation (50 pts)**, Timesheet (C/I).

- **NSG 525 Grading Scheme (1,000-Point Scale; 800/1,000 pts [80%] Required to Pass):** Discussion Board: **50 pts** | vSim & DocuCare Assignments: **400 pts** | Clinical Reflections & Final Self-Evaluation (7 × 50 pts): **350 pts** | Clinical Evaluation: **100 pts** | Care Plans (Abbreviated + Full): **100 pts** | **Total: 1,000 pts**.

3.3 Verbatim Course Syllabus Expansion — NSG 526: Family Nursing (4.00 Credits, 60 Contact Hours)

- **Official Course Description (NSG 526 Catalog):** "This course introduces the student to family-centered care and the health needs of the childbearing family. Students review concepts, skills, and techniques needed to care for culturally diverse maternal, infant, and pediatric patients and their families. The nursing process is utilized to emphasize the concepts of family-centered care, collaboration, communication, cultural competence, and community. The clinical experiences focus on concepts and skills required to provide safe and evidence-based care in a variety of clinical settings."
- **Course Learning Objectives:**

1. Integrate knowledge and skills to enhance outcomes for maternal, infant, and pediatric patients and their families.
2. Evaluate acute and chronic conditions throughout the lifespan to provide family-centered care.
3. Educate maternal, infant, and pediatric patients and their families with acute and psychosocial needs within the context of health promotion and maintenance.
4. Apply the nursing process to deliver evidence-based, patient-centered care across the lifespan.

- **Complete 16-Unit Schedule & Readings (Perry, Hockenberry, et al., Maternal Child Nursing Care, 7th Ed.):**

- **Unit 1: Women's Health Disorders** — Ch. 1–5 (21st-Century Maternity Nursing; Family, Culture, and Home Care; Assessment and Health Promotion; Reproductive System Concerns; Infertility, Contraception, and

Abortion). 8 Sherpath Lessons (10 pts each), Unit 1 Discussion (5 pts), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).

- **Unit 2: Fetal Development & Pregnancy** — Ch. 6–9 (Genetics, Conception, and Fetal Development; Anatomy and Physiology of Pregnancy; Nursing Care of the Family During Pregnancy; Maternal and Fetal Nutrition). 8 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 3: Nursing Care During Labor and Delivery** — Ch. 13–16 (Labor and Birth Processes; Maximizing Comfort for the Laboring Woman; Fetal Assessment During Labor; Nursing Care of the Family During Labor and Birth). 8 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 4: Nursing Care During Postpartum Period** — Ch. 18–20 (Postpartum Physiologic Changes; Nursing Care of the Family During the Postpartum Period; Transition to Parenthood). 3 Sherpath Lessons (10 pts each), HESI Remediation Packet (100 pts), 1 EAQ Custom Quiz & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 5: Nursing Care of the Well Newborn** — Ch. 22–24 (Physiologic and Behavioral Adaptations of the Newborn; Nursing Care of the Newborn and Family; Newborn Nutrition and Feeding). 3 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 6: Nursing Care of the Patient with Childbearing Risks** — Ch. 6, 10–12, 17, 21 (Assessment of High-Risk Pregnancy; Preexisting & Gestational Conditions; Labor and Birth Complications; Postpartum Complications). 16 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 7: Nursing Care of Newborn at Risk** — Ch. 25 (The High-Risk Newborn). 4 Sherpath Lessons (10 pts each), 1 EAQ Mastery Quiz (20 pts).
- **Unit 8: Foundations of Pediatric Nursing** — Ch. 26, 27, 30, 39 (21st-Century Pediatric Nursing; Social, Cultural, Religious, and Family Influences; Pain Assessment and Management in Children; Pediatric Nursing Interventions and Skills). Unit 8 Discussion (5 pts), 12 Sherpath Lessons (10 pts each), HESI Remediation Packet (100 pts), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each), **HESI Exam 1 / Mid-Course Exam (100 pts)**.
- **Unit 9: Health Promotion and Assessment of the Growing Child and Family** — Ch. 31–35 (The Infant and Family; The Toddler and Family; The Preschooler and Family; The School-Age Child and Family; Health Promotion of the Adolescent and Family). HESI Remediation Packet (100 pts), 22 Sherpath Lessons (10 pts each), 5 EAQ Custom Quizzes (20 pts each).
- **Unit 10: Comprehensive Assessment of the Child in the Primary and Acute Care Settings** — Ch. 29, 38 (Communication and Physical Assessment of the Child and Family; Family-Centered Care of the Child During Illness and Hospitalization). 5 Sherpath Lessons (10 pts each), 1 EAQ Custom Quiz & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 11: The Child with an Infectious/Communicable Disorder, Alteration in Tissue Integrity, Gas Exchange, or Sensory Perception** — Ch. 37, 40, 50 (Impact of Cognitive or Sensory Impairment; Respiratory Dysfunction; Integumentary Dysfunction). 11 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 12: The Child with Alteration in Perfusion/Cardiovascular, Bowel Elimination, and Urinary Elimination** — Ch. 41, 42, 45 (Gastrointestinal Dysfunction; Cardiovascular Dysfunction; Genitourinary Dysfunction). 13 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each), **HESI Exam 2 (100 pts)**.

- **Unit 13: The Child with Alteration in Cellular Regulation/Hematologic or Neoplastic, Immunity, and Metabolism (Endocrine)** — Ch. 43, 44, 47 (Hematologic or Immunologic Dysfunction; The Child with Cancer; Endocrine Dysfunction). 11 Sherpath Lessons (10 pts each), HESI Remediation Packet (100 pts), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 14: The Child with Alteration in Mobility, Intracranial Regulation, Genetics, and Behavior/Cognition** — Ch. 28, 36, 46, 48, 49 (Developmental and Genetic Influences; Chronic Illness, Disability, or End-of-Life Care; Cerebral Dysfunction; Musculoskeletal/Articular Dysfunction; Neuromuscular/Muscular Dysfunction). 11 Sherpath Lessons (10 pts each), 2 EAQ Custom Quizzes & 1 EAQ Mastery Quiz (20 pts each).
- **Unit 15: Pulling It All Together – Pediatric Care** — Unit 15 Discussion (5 pts), **HESI Final Exam (100 pts)**.
- **Unit 16: Final Reflection** — Unit 16 Discussion (5 pts).

- **NSG 526 Grading Scheme:** Assignments (Sherpath Lessons, Discussions): **5%** | Quizzes (Sherpath EAQ Quizzes): **10%** | Remediation Packets: **5%** | HESI Unit Exams: **40%** | HESI Final Exam: **40%** | **Total: 100%**.

3.4 Verbatim Course Syllabus Expansion — NSG 631: Synthesis I (3.00 Credits: 30 Lecture Hours / 45 Clinical Hours = 75 Contact Hours)

- **Official ACEMAPP Syllabus Description (NSG 631 Syllabus PDF):** "This is the first of two courses focused on designing and preparing your MSN project, which is focused on improving clinical practice. In this course, students will identify a clinical problem, describe the focus and context of their project, and assemble evidence supporting their project."
- **Course Learning Objectives:**

1. Utilize health data and current evidence to inform efforts to promote health, reduce risk, and eliminate disparities.
2. Create a proposal for an evidence-based practice capstone project.
3. Collaborate with interprofessional colleagues for planning of a capstone project.
4. Initiate translation of evidence into practice to address an identified health risk, need, or disparity.

- **Complete 8-Unit Schedule & Point Allocations (NSG 631 Syllabus PDF):**

- **Unit 1: Introduction to the MSN Capstone** — Introduction Discussion (C/I); *Unit 1 Discussion Forum: Big Picture of the Problem* (100 pts).
- **Unit 2: Clinical Problems & PICOT Questions** — *Unit 2 Discussion Forum: PICOT Question* (100 pts); *MSN Project Log & Journal* (15 pts); *Unit 2 Assignment: Mentor Agreement Form* (20 pts).
- **Unit 3: Conceptual & Theoretical Frameworks** — *Unit 3 Discussion Forum: Project Framework & Evidence-Based Practice Models* (100 pts); *MSN Project Log & Journal* (15 pts).
- **Unit 4: Literature Search** — Conducting a systematic literature search and organizing supporting evidence; *MSN Project Log & Journal* (15 pts).
- **Unit 5: Literature Review Research** — *Unit 5 Assignment: Literature Review Matrix (Table)* (150 pts); *MSN Project Log & Journal* (15 pts).
- **Unit 6: Project Implementation Strategies** — *Unit 6 Assignment: Strategy & Methods Paper (Project Implementation and Outcome Measures)* (150 pts); *MSN Project Log & Journal* (15 pts).

- **Unit 7: Formal Literature Review** — *Unit 7 Assignment: Formal Literature Review Paper* (150 pts); *MSN Project Log & Journal* (15 pts); *Summative (Final) Preceptor/Mentor Evaluation* (25 pts).
- **Unit 8: Reflection & Next Steps (Transition to NSG 632: Synthesis II)** — *Unit 8 Discussion: Final Course Reflection* (100 pts); *MSN Project Log & Journal* (15 pts).
- **NSG 631 Grading Scheme:** Discussion Board Assignments: **40%** | Written Assignments, Literature Matrix/Papers, and MSN Project Logs: **60%** | **Total: 100%** (Minimum Passing Grade: **80.00% B**).

SECTION 4: GRANULAR ASSIGNMENT PROMPTS ("PROMPT DETAIL" & "TWICE THE DETAIL") FOR GRADUATE CORE & DNP-BRIDGE COURSES

To match the exact milestone scaffolding of the MS-HHSL syllabus, below are the granular assignment prompts (*Prompt Detail* and *Twice the Detail*) for the graduate research, safety/quality, informatics, systems-based practice, and population health courses in the MSN-DE curriculum:

4.1 NSG 660 — Scholarly Practice (3.00 Credits, 45 Contact Hours)

- **Milestone 1: Clinical PICOT Formulation & Quantitative/Qualitative Evidence Appraisal Matrix**
- **Prompt Detail:** Identify a high-priority clinical nursing problem (such as hospital-acquired pressure injuries, catheter-associated urinary tract infections, or psychiatric readmission rates). Construct a structured PICOT question and critically appraise ten peer-reviewed empirical studies (five quantitative and five qualitative) using LoBiondo-Wood and Haber's (2022) hierarchy of evidence.
- **Twice the Detail:** Operating as a master's-prepared clinical nurse scholar, you will formulate an actionable Population-Intervention-Comparison-Outcome-Time (PICOT) inquiry and execute a systematic database search across PubMed, CINAHL, and Cochrane Library. Your submitted appraisal matrix must dissect five quantitative studies (evaluating randomized controlled trials vs. quasi-experimental designs, sample power calculations, statistical significance [p-values, confidence intervals], and internal/external validity threats) alongside five qualitative studies (evaluating phenomenological, grounded theory, or ethnographic methodologies, saturation, and trustworthiness). You must synthesize these ten studies into a 1,500-word critical appraisal defending whether sufficient empirical evidence exists to change bedside clinical practice.
- **Milestone 2: Human Subjects Protection (IRB) Protocol & Evidence-Based Research/QI Proposal**
- **Prompt Detail:** Draft a complete research or quality improvement (QI) grant proposal addressing your PICOT question. Your proposal must detail sampling procedures, measurement instruments, statistical analysis plans, budget justifications, and federal Institutional Review Board (IRB) human subjects protections.
- **Twice the Detail:** This capstone milestone of NSG 660 requires authoring a formal 2,500-word Research and Quality Improvement Proposal formatted to federal National Institute of Nursing Research (NINR) and Herzing IRB standards. Your manual must specify: (1) an explicit sampling design with inclusion/exclusion criteria and power analysis; (2) psychometric reliability (Cronbach's alpha) and validity metrics for all clinical data collection instruments; (3) parametric or non-parametric statistical testing protocols; (4) an itemized grant budget justification; and (5) a comprehensive Human Subjects Protection Plan addressing the Belmont Report principles (Respect for Persons, Beneficence, Justice), informed consent workflows, HIPAA data de-identification, and vulnerable population safeguards.

4.2 NSG 633 — Safety and Quality (3.00 Credits, 45 Contact Hours)

- **Milestone 1: Sentinel Event Root Cause Analysis (RCA) & Fishbone/Ishikawa Diagnostic**
- **Prompt Detail:** Analyze a clinical sentinel event or near-miss scenario (such as a high-alert medication administration error or a postpartum hemorrhage delay). Construct an Ishikawa (Fishbone) diagram and execute a formal Root Cause Analysis (RCA) differentiating active human errors from latent systems failures within a Just Culture framework.
- **Twice the Detail:** Grounded in Yoder-Wise and Sportsman (2023), Institute for Healthcare Improvement (IHI) patient safety standards, and The Joint Commission sentinel event mandates, you will lead an interprofessional Root Cause Analysis (RCA) team investigating a catastrophic clinical breakdown. You must construct a visual Ishikawa Fishbone Diagram categorizing contributing factors across six domains (Personnel, Equipment/Technology, Environment, Policies/Procedures, Communication/Handoffs, and Organizational Culture). Your accompanying 1,500-word systems audit must reject punitive individual blame in favor of a **Just Culture** algorithm (distinguishing human error, at-risk behavior, and reckless behavior) and trace how latent staffing, EHR alert fatigue, and SBAR handoff failures allowed the error to penetrate Swiss Cheese defensive layers.
- **Milestone 2: Continuous Quality Improvement (CQI) PDSA Cycle & NDNQI Benchmarking Plan**
- **Prompt Detail:** Design a Rapid-Cycle Plan-Do-Study-Act (PDSA) quality improvement initiative targeting a National Database of Nursing Quality Indicators (NDNQI) nurse-sensitive metric. Specify baseline benchmarks, smart aims, interprofessional workflow modifications, and fiscal return-on-investment (ROI) projections.
- **Twice the Detail:** Acting as a Nursing Quality and Safety Director, you will author a comprehensive PDSA Performance Improvement Blueprint targeting a specific NDNQI nurse-sensitive indicator (e.g., Central Line-Associated Bloodstream Infections [CLABSI], inpatient falls with injury, or psychiatric restraint utilization). Your blueprint must include: (1) specific, measurable, achievable, relevant, and time-bound (SMART) outcome and process measures compared against national CMS Hospital Compare and NDNQI decile benchmarks; (2) a step-by-step Plan-Do-Study-Act (PDSA) implementation cycle with run-chart and control-chart statistical process control monitoring; (3) ethical and legal liability analyses under state Nurse Practice Acts; and (4) a fiscal cost-avoidance calculation demonstrating how preventing never-events protects hospital Value-Based Purchasing (VBP) reimbursement.

4.3 NU 725 — Technology and Nursing Informatics in Advanced Practice (3.00 Credits, 45 Contact Hours)

- **Milestone 1: Clinical Information Systems & EHR Workflow Gap Analysis (DIKW Paradigm)**
- **Prompt Detail:** Perform an information technology workflow audit of a clinical practice setting using McGonigle and Mastrian's Data-Information-Knowledge-Wisdom (DIKW) framework. Evaluate electronic health record (EHR) usability, clinical decision support systems (CDSS), interoperability standards, and regulatory compliance under HIPAA and the HITECH/21st Century Cures Act.
- **Twice the Detail:** Drawing on McGonigle and Mastrian (2022/2025) and Office of the National Coordinator for Health Information Technology (ONC) standards, you will conduct a granular Informatics Gap Analysis of an acute or ambulatory clinical setting. Your audit must map how raw patient clinical data transforms across the **Data-Information-Knowledge-Wisdom (DIKW)** hierarchy, evaluate nursing taxonomy integration (SNOMED-

CT, LOINC, ICD-10, NANDA-I/NIC/NOC), diagnose EHR usability bottlenecks and CDSS alert fatigue using the Systems Development Life Cycle (SDLC), and audit cybersecurity, HIPAA Privacy/Security Rule safeguards, and HL7 FHIR interoperability compliance.

- **Milestone 2: Strategic Health IT Selection, Implementation, & Telehealth Equity Rollout Plan**
- **Prompt Detail:** Develop a strategic planning manual to direct the selection, vendor evaluation, implementation, and outcome evaluation of a new health information or telehealth technology in your practice setting, addressing digital health disparities across vulnerable patient populations.
- **Twice the Detail:** Operating as a Chief Nursing Informatics Officer (CNIO), you will author a master Strategic Health IT Implementation Manual for deploying a novel clinical technology (such as an AI-driven sepsis early-warning CDSS, barcode medication administration [BCMA] upgrade, or remote patient monitoring telehealth platform). Your manual must deliver: (1) a vendor Request for Proposal (RFP) scoring matrix and total cost of ownership (TCO) budget; (2) an SDLC phased rollout timeline (Planning, Analysis, Design, Implementation, Evaluation/Maintenance) with super-user training workflows; (3) a Digital Health Equity & Accessibility Protocol addressing broadband gaps, health literacy, and ADA Section 508 sensory/assistive technology compliance; and (4) post-go-live KPI metrics measuring nursing documentation time reduction and medication error mitigation.

4.4 NU 730 — Systems-Based Practice (3.00 Credits, 45 Contact Hours)

- **Milestone 1: Macro-, Meso-, & Microsystem Structural Audit & Healthcare Payment Model Analysis**
- **Prompt Detail:** Analyze the organizational architecture of a complex healthcare delivery system across macro-, meso-, and microsystem tiers. Evaluate how federal and state payment models (Fee-for-Service, DRGs, Medicare/Medicaid Value-Based Purchasing, ACOs, and bundled payments) impact clinical care delivery, cost management, and patient access.
- **Twice the Detail:** Grounded in systems thinking, implementation science, and healthcare economics (NU 730 Catalog), you will author a 1,800-word structural and fiscal audit of a multi-tiered health system. You must map the interdependencies between the **Macrosystem** (federal CMS regulations, state scope-of-practice statutes, and payer markets), the **Mesosystem** (hospital executive governance, service-line leadership, and inter-departmental supply chains), and the **Clinical Microsystem** (frontline interdisciplinary care teams and patient-family dyads). Your analysis must contrast Fee-for-Service volume incentives against Prospective Payment Systems (MS-DRGs), Accountable Care Organizations (ACOs), and Value-Based Purchasing (VBP) penalties, demonstrating how reimbursement structures shape frontline nursing resource allocation.
- **Milestone 2: Hoshin Kanri Strategic Planning Initiative for Health Equity & Structural Anti-Discrimination**
- **Prompt Detail:** Engage in a comprehensive strategic planning initiative for a complex healthcare system that enhances value, access, quality, and cost-effectiveness, incorporating explicit institutional policy reforms to advance health equity and eliminate structural discrimination.
- **Twice the Detail:** Acting as a Vice President of Nursing and Systems Innovation, you will construct a complete Strategic Transformation & Health Equity Blueprint utilizing **Hoshin Kanri (Policy Deployment)** and balanced scorecard methodologies. Your blueprint must include: (1) an X-Matrix aligning breakthrough 3-to-5-year organizational objectives with annual meso/microsystem targets and financial KPIs; (2) an explicit Policy Examination for Structural Discrimination auditing institutional clinical algorithms, triage protocols, and

language/disability access barriers against Section 1557 of the Affordable Care Act, Title VI of the Civil Rights Act, and Section 504 of the Rehabilitation Act; and (3) an implementation science rollout plan specifying change-management tactics, cost-effectiveness projections, and equity-stratified quality dashboards.

4.5 NU 780 — Population Health (3.00 Credits, 45 Contact Hours)

- **Milestone 1: Epidemiological Community Health Needs Assessment (CHNA) & Social Determinants Audit**
- **Prompt Detail:** Select a target geographic or vulnerable population and conduct a comprehensive Epidemiological & Community Health Needs Assessment. Analyze morbidity, mortality, incidence/prevalence ratios, and Healthy People 2030 benchmarks across all five Social Determinants of Health (SDOH) domains.
- **Twice the Detail:** Grounded in Stanhope and Lancaster (2024) (*Public Health Nursing*, 11th ed.) and CDC epidemiological frameworks (NU 780 Course Guide), you will compile an empirical Community Health Needs Assessment (CHNA) for a defined county or vulnerable subpopulation. You must extract primary and secondary biostatistical indicators (crude and age-adjusted mortality rates, incidence, prevalence, relative risk, and odds ratios from County Health Rankings, CDC WONDER, and state behavioral risk surveys), map all five **Healthy People 2030 Social Determinants of Health (SDOH)** domains (Economic Stability, Education Access and Quality, Health Care Access and Quality, Neighborhood and Built Environment, and Social and Community Context), and prioritize the top three population health disparities using the Hanlon Method for Prioritizing Health Problems.
- **Milestone 2: Cross-Sector Population Health Intervention, Policy Advocacy, & Emergency Preparedness Blueprint**
- **Prompt Detail:** Design a collaborative population health intervention for your selected community involving traditional and non-traditional partnerships (public health agencies, industry, academia, healthcare, and local government). Include primary/secondary/tertiary prevention levels, a legislative policy advocacy strategy, and a community disaster/emergency preparedness protocol.
- **Twice the Detail:** This culminating blueprint of NU 780 requires designing an integrated, multi-sector Population Health & Emergency Preparedness Manual across the healthcare delivery continuum. Your manual must detail: (1) a coalition governance structure uniting traditional clinical partners (FQHCs, county health departments) with non-traditional community partners (housing authorities, faith-based networks, school districts, and food banks); (2) a three-tiered intervention matrix operationalizing **Primary Prevention** (immunization/environmental policy), **Secondary Prevention** (mobile screening/early detection), and **Tertiary Prevention** (chronic disease self-management and harm reduction) using the Minnesota Public Health Intervention Wheel; (3) a formal Legislative Policy Brief advocating for state or federal statutory/funding reform; and (4) an All-Hazards Disaster & Surge Preparedness Plan aligned with the FEMA National Incident Management System (NIMS) and Hospital Incident Command System (HICS) to protect medically fragile populations during public health emergencies.

SECTION 5: NURSING LEADERSHIP & GRADUATE MSN-DE FACULTY DIRECTORY

Per the Herzing MSN-DE Program Page and the official Herzing University Graduate Faculty Listing, the following academic deans, department chairs, and credentialed graduate nursing professors lead and instruct courses across the MSN-DE curriculum:

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	MSN-DE Curricular & Clinical Specialization
Dr. Stephanie Black, DNP, MSN, BSN, RN	Dean of Prelicensure Nursing	D.N.P. (Nursing Education), M.S.N., B.S.N. (Herzing MSN-DE Page)	Executive Dean overseeing the MSN-DE pathway, simulation-based learning, clinical intensives, and NCLEX-RN readiness.
Dr. Brandy Ebert, DNP, MBA, MS, BSN, BS	Professor & Department Chair — Graduate Nursing	D.N.P. (Nursing), American Sentinel Univ.; M.B.A., Keller; M.S. (Nursing Education), Chamberlain; B.S.N., Barnes-Jewish; B.S. (Biochemistry), Univ. of Missouri-Columbia (Graduate Faculty PDF)	Department Chair overseeing graduate nursing operations, NSG 520 pathophysiology/biochemistry foundations, and NU 730 systems-based practice.
Dr. Paula Pitts, DNP, MSN, BSN	Professor & Department Chair — Graduate Nursing	D.N.P. (Nursing Practice), Chamberlain University; M.S.N., Walden University; B.S.N., University of Tennessee (Graduate Faculty PDF)	Department Chair overseeing MSN curriculum progression, clinical synthesis (NSG 631–632), and grade appeals.
Dr. Elicia Sutton, DNP, MSN, BSN, ASN	Professor & Department Chair — Graduate Nursing	D.N.P. (Nursing Practice) & B.S.N., Missouri State University; M.S.N. (FNP), Cox College; A.S.N., North Arkansas College (Graduate Faculty PDF)	Department Chair overseeing advanced clinical practice, family nursing (NSG 526), and preceptor compliance.
Dr. Christina Nelson, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Nurse Practitioner), University of Massachusetts Global; M.S.N., B.S.N. (Nursing), Chamberlain College of Nursing (Graduate Faculty PDF)	Medical-Surgical Nursing (NSG 523, NSG 527) and adult health assessment (NSG 521).
Dr. Ginger King, DNP, MSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Nursing), Grand Canyon University; M.S.N. (Patient Care Services), Chamberlain University (Graduate Faculty PDF)	Medical-Surgical Nursing (NSG 523, NSG 527), patient care coordination, and acute care clinicals (NSG 525, NSG 528).
Dr. Kristen Dickerson, PhD, MSN, BS	Professor (Full-Time Graduate Faculty)	Ph.D. (Public Health) & M.S.N. (Public Health Nursing), Walden University; B.S. (Microbiology), Ohio University (Graduate Faculty PDF)	NU 780 Population Health, NSG 660 Scholarly Practice, and SC 166 Microbiology foundations.
Dr. Brandi Wilford, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P., M.S.N. (Public Health Administration), University of South Alabama; B.S.N., University of Southern Mississippi (Graduate Faculty PDF)	NU 780 Population Health, community health epidemiology, and NU 730 Systems-Based Practice.

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	MSN-DE Curricular & Clinical Specialization
Dr. Dana Hunt, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Educational Leadership), Case Western Reserve Univ.; M.S.N. (Nursing-Public Health), St. Louis Univ.; B.S.N., Barnes-Jewish (Graduate Faculty PDF)	NU 780 Population Health, NSG 631–632 Synthesis I & II, and nursing education.
Dr. Lisa Holcomb, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Executive Leadership) & M.S.N. (Health Care Quality), The George Washington University; B.S.N., Mississippi Univ. for Women (Graduate Faculty PDF)	NSG 633 Safety and Quality, NU 730 Systems-Based Practice, and healthcare quality improvement.
Dr. Angela Owens, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Healthcare Systems Leadership), Chamberlain University; M.S.N., University of Phoenix; B.S.N., Brenau University (Graduate Faculty PDF)	NU 730 Systems-Based Practice, NSG 633 Safety and Quality, and NU 725 Nursing Informatics.
Dr. Crystal Paunan, DNP, MSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Healthcare Systems Leadership), Chamberlain University; M.S.N. (Clinical Leadership), Elmhurst College (Graduate Faculty PDF)	NU 730 Systems-Based Practice, NSG 633 Safety and Quality, and clinical leadership (NSG 621).
Dr. Paulette Jones, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Nursing Practice), Aspen University; M.S.N. (Leadership in Health Care Systems), Grand Canyon University; B.S.N., Allen College (Graduate Faculty PDF)	NU 730 Systems-Based Practice, NU 725 Technology & Informatics, and NSG 633 Safety and Quality.
Dr. Becky Jordan, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P., M.S.N., B.S.N. (Mental Health), New York University (Graduate Faculty PDF)	NSG 524 Mental Health Nursing and NSG 525 Clinical II psychiatric rotations.
Dr. Jessica Collins, DNP, MSN, BSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Psychiatric Mental Health) & M.S.N. (FNP), Chamberlain University; B.S.N., Ohio University (Graduate Faculty PDF)	NSG 524 Mental Health Nursing, NSG 526 Family Nursing, and psychopharmacology (NSG 520).
Dr. Dava McGougan, DNP, MSN	Adjunct Professor (Graduate Nursing)	D.N.P. (Psychiatric Mental Health), University of Missouri-Columbia; M.S.N. (FNP), Maryville University (Graduate Faculty PDF)	NSG 524 Mental Health Nursing and NSG 526 Family Nursing across the lifespan.

Faculty / Administrator Name	Institutional Title & Role	Earned Degrees & Granting Institutions	MSN-DE Curricular & Clinical Specialization
Dr. Heather Denlinger, DNP, MSN, BSN	Professor (Full-Time Graduate Nursing)	D.N.P., Jacksonville Univ.; M.S.N. (Nurse-Midwifery), Frontier School of Midwifery & Family Nursing; B.S.N., Villa Julia College (Graduate Faculty PDF)	NSG 526 Family Nursing (Maternal-Newborn & Women's Health) and NSG 528 Clinical III.
Dr. Cozetta Bagley, DNP, BSN	Professor (Full-Time Graduate Nursing)	D.N.P. (Nursing), Case Western Reserve University; B.S.N., Southwest Baptist University (Graduate Faculty PDF)	NSG 520 Pathophysiology & Pharmacology, NSG 521 Health Assessment, and NSG 660 Scholarly Practice.
Dr. Hope Bauman, DNP, MSN, BSN	Professor (Full-Time Graduate Nursing)	D.N.P., M.S.N. (Nursing), University of Nebraska Medical Center; B.S.N., Creighton University (Graduate Faculty PDF)	NSG 523 Medical-Surgical Nursing I, NSG 527 Medical-Surgical Nursing II, and NSG 635 Integration of Concepts.
Dr. Jacqueline Rhoads, PhD, MSN, BSN	Professor (Full-Time Graduate Nursing)	Ph.D. (Nursing), University of Texas; M.S.N., Texas Woman's University; B.S.N., University of the Incarnate Word (Graduate Faculty PDF)	NSG 660 Scholarly Practice, NSG 631–632 Synthesis I & II research methodology, and NSG 520 Pathophysiology.

SECTION 6: COMPREHENSIVE WEB CRAWL FINDINGS — MSN-DE STUDENT REPOSITORIES, SYLLABI, & EXAM BANKS

Unlike the MS-HHSL courses (HH 620 and HH 630), which have zero proctored tests, the prelicensure clinical and didactic courses in Herzing University's MSN-DE program heavily utilize standardized HESI exams, Elsevier Adaptive Quizzing (EAQ), and RealizeIt/Sherpath modules. Consequently, our comprehensive web crawl across Docsity, Stuvia, ACEMAPP, RNStudentResources, Herzing Tutors, and Knack uncovered hundreds of direct, course-code-tagged student study guides, exam banks, and official clinical syllabi:

Platform & Verified Resource Title	MSN-DE Course Code & Scope	Student-Posted Content & Study Utility
ACEMAPP Official Herzing Clinical Hub — NSG 525 Clinical II Complete Syllabus (NSG 522, NSG 621)	**NSG 522, NSG 525, NSG 528, NSG 621** (Clinical I–IV)	Official Michigan Health Council ACEMAPP clinical collaboration portal hosting Herzing University Online's verbatim 16-unit clinical syllabi, vSim/DocuCare weights (400 pts), reflection rubrics (350 pts), and care plan guidelines (100 pts).
ACEMAPP Official PDF — NSG 631 Synthesis I Complete Course Syllabus (Portal Page)	**NSG 631** (Synthesis I — Capstone Part 1)	Verbatim 4-page official Herzing syllabus detailing all 8 units, PICOT question forum, Mentor Agreement Form, Literature Review Matrix (150 pts), Strategy & Methods Paper (150 pts), and Literature Review Paper (150 pts).

Platform & Verified Resource Title	MSN-DE Course Code & Scope	Student-Posted Content & Study Utility
Docsity — Herzing University NSG 520 Pathophysiology & Pharmacology Final Exam Prep (2026/2027) (Module 2 RealizeIt)	**NSG 520** (Pathophysiology & Pharmacology)	Student-uploaded MSN-DE exam prep, HESI Pathophysiology practice questions, cellular alteration rationales (e.g., apoptosis, fluid/electrolyte shifts), and RealizeIt/Sherpath module test banks (Midterm Guide).
Docsity — Herzing NSG 521 Fundamentals & Health Assessment Exam 3 (200-Question Practice Bank) (2026/2027 Exam 3 Q&A)	**NSG 521** (Fundamental Concepts & Health Assessment)	Comprehensive 200-question student practice bank and verified clinical assessment solutions covering physical exam techniques (inspection, palpation, percussion, auscultation) and nursing process fundamentals (Clinical Study Q&A).
Stuvia — Herzing University NSG 523 Medical-Surgical Nursing I Notes & HESI Study Repository (Docsity 100-Q Exam)	**NSG 523** (Medical-Surgical Nursing I)	Dedicated Herzing NSG 523 student note hub on Stuvia and 100-question verified Med-Surg I HESI exam paper on Docsity covering respiratory, GI, cardiovascular, renal, endocrine, and neurologic units (RNStudentResources 146-Page Guide).
Docsity — NSG 524 Mental Health Nursing Exams 1, 2, & Final NGN (2026/2027 Actual Q&A) (Stuvia NSG 524 Hub)	**NSG 524** (Mental Health Nursing)	Student-shared Next Generation NCLEX (NGN) case questions, psychopharmacology tables, therapeutic communication rationales, and Exam 1 / Final Exam reviews (Final Exam V2).
Stuvia — NSG 526 Family Nursing Exam 1 & Exam 2 NGN Study Guides (Herzing University) (Docsity 50-Q Practice)	**NSG 526** (Family Nursing — OB & Pediatrics)	Student-uploaded NCLEX/NGN-style practice questions and rationales covering antepartum/intrapartum/postpartum care, high-risk newborns, and pediatric developmental milestones (Exam 1 Bundle).
Herzing Tutors — Graduate DNP-Bridge Course Guides: NU 725, NU 730, & NU 780 (NU 725 Guide, NU 730 Guide)	**NU 725, NU 730, & NU 780** (Informatics, Systems Practice, Population Health)	Detailed syllabus cadence guides, rubric requirement ledgers, quality control checklists, and cross-program mapping across the 30 Herzing MSN/DNP tracks that share NU 725, NU 730, and NU 780 (Stuvia Nursing Hub).
Docsity — Herzing University Nursing Exam & Handout Repository (73+ Pages of Uploads) (Knack NSG 523 Peer Tutors)	**All MSN-DE Courses & HESI Exit Prep**	Master university index of student-uploaded HESI Health Assessment, Med-Surg I & II, Pharmacology, and RN Exit Exam practice sets, alongside peer tutoring profiles on Knack for NSG 523 and Dosage Calculation Exam prep.

SECTION 7: MSN-DE INSTITUTIONAL GRADING SCALE, HESI CONVERSION CHART, PROGRESSION MILESTONES, & CLINICAL POLICIES

Per the Herzing University Graduate Catalog and the MSN-DE Official Program Outline, graduate nursing students in the MSN-DE program are subject to heightened progression, testing, and clinical compliance

standards:

7.1 Graduate Nursing Grading Scale (Strict 80.00% "B" Passing Floor)

Unlike non-nursing graduate programs at Herzing (which award a passing "C" for 70.00–79.99%), **all graduate nursing courses (NSG and NU prefixes) enforce an 80.00% ("B") minimum passing threshold**, with no "C" grade existing on the Nursing Graduate Grading Scale (Herzing Graduate Catalog):

Letter Grade	Percentage Range	Quality Points	MSN-DE Progression & Repeat Policy Impact
A	90.00% – 100.00%	4.00	Superior graduate nursing mastery; meets all progression standards.
B	80.00% – 89.99%	3.00	Minimum passing benchmark required in every NSG and NU course (SC 154 and SC 254 also require >=80%).
F	0.00% – 79.99%	0.00	Failure; awards zero credit. **Nursing students may not repeat any nursing course more than once (maximum 2 attempts per course). Failing two (2) nursing courses results in automatic dismissal from the nursing program, even if cumulative PGPA >= 3.00.**
I	Incomplete	N/A	Must be requested by the last day of the grading period and resolved within two class weeks of the next academic term (or converts to "F").
W	Withdrawal	N/A	Issued for withdrawals prior to the 75% point of the course; counts as attempted credits in SAP pace (minimum 66.67% pace required).

7.2 Standardized HESI Exam Score Conversion Chart & Grade Weighting

In core clinical-didactic MSN-DE courses (such as NSG 523 and NSG 526), proctored HESI Unit Exams (40%) and the HESI Final Exam (40%) account for 80% of the total course grade, while Sherpath EAQ Quizzes account for 10%, Sherpath Interactive Lessons and Discussions account for 5%, and HESI Remediation Packets / Personalized Learning Plans account for 5%. Raw HESI scores are converted to course gradebook percentages using the official Herzing HESI Conversion Chart:

HESI Standardized Score Interval	Official Course Gradebook Percentage	Equivalent Letter Grade Tier
>= 1100	**100%**	Grade A (Exemplary Mastery)
1050 – 1099	**95%**	Grade A (High Mastery)

HESI Standardized Score Interval	Official Course Gradebook Percentage	Equivalent Letter Grade Tier
1000 – 1049	**90%**	Grade A (Recommended Benchmark)
950 – 999	**85%**	Grade B (Acceptable Mastery)
900 – 949	**82%**	Grade B (Minimum Target Zone)
875 – 899	**80%**	Grade B (Minimum Passing Cutoff — 80%)
850 – 874	**78%**	Grade F (Below 80% Nursing Passing Floor)
800 – 849	**75%**	Grade F (Requires Remediation)
750 – 799	**71%**	Grade F (Requires Remediation)
700 – 749	**67%**	Grade F (Requires Remediation)
600 – 699	**59%**	Grade F (High-Risk Deficit)
500 – 599	**50%**	Grade F (High-Risk Deficit)
400 – 499	**41%**	Grade F (Severe Deficit)
< 400	**32%**	Grade F (Severe Deficit)

7.3 MSN-DE Curriculum Progression Milestone Exams, RN Exit Exam, & Dosage Calculation Gates

Per the MSN-DE Official Program Outline, students must pass four standardized progression gates and recurring Dosage Calculation Exams:

- **Progression Milestone Exam #1:** Administered after or while completing NSG 520, NSG 521, and NSG 522.
- **Progression Milestone Exam #2:** Administered after or while completing NSG 526, NSG 527, and NSG 528.
- **Progression Milestone Exam #3 (Pharmacology Exam):** Administered during the semester prior to NSG 632 and NSG 635.
- *Milestone Remediation & Dismissal Rule:* If the benchmark score is not achieved on Attempt 1, the student collaborates with faculty/NCLEX coach on a remediation plan for Attempt 2. If Attempt 2 falls below benchmark, the student is blocked from enrolling in next-semester clinical courses and placed into an 8-week nursing remediation course with one final retake attempt. Unsuccessful completion of the final retake results

in dismissal from the nursing program and advisement into alternative pathways (such as the MS in Health and Human Services Leadership) (MSN-DE Official Program Outline).

- **RN Exit Exam (NSG 635 Integration of Concepts):** Covers content from all nursing courses to validate NCLEX-RN readiness. Failure to reach the exit benchmark results in an Incomplete (I) grade in NSG 635, requiring resolution by Week 2 of the subsequent semester or conversion to an F grade and placement on an "Approved Break" for formal remediation.
- **Dosage Calculation Exams (e.g., Dosage Calculation Exam 04 in NSG 523):** Students have **two (2) opportunities** to score **80% or higher**. Failure on Attempt 1 mandates structured remediation using *Calculate with Confidence* and SASC tutoring; failure on Attempt 2 blocks progression into subsequent clinical/medical-surgical courses (such as NSG 527).

7.4 Clinical Practicum Attendance, Non-Transferability, & Remote Proctoring Policies

- **Strict Clinical Attendance & Concurrent Repeat Rule:** Students must attend 100% of assigned clinical practicum hours (585.00 total hours). Failure to attend any portion of a clinical assignment without prior instructor approval results in a **Clinical Failure ("F") for the entire course**, requiring repetition of all didactic, lab, and clinical components concurrently (Herzing Graduate Catalog).
- **Zero Clinical Practicum Transfer Rule:** Per the Herzing Graduate Catalog Nursing Transfer Credit Policy, nursing students may not transfer credits or hours obtained in clinically based practicum courses; up to 12.00 semester credits of non-clinical graduate coursework (earned with a "B-" or higher within 5 years) may be transferred, and all MSN-DE requirements must be completed within a **five (5) year maximum window**.
- **Remote Proctoring & ADA/Section 504 Testing Accommodations:** Standardized nursing exams utilize third-party remote proctoring software (such as ProctorU / Meazure Learning or Proctorio) with webcam, microphone, browser lockdown, and gaze/audio monitoring. Students with documented disabilities under Section 504 of the Rehabilitation Act and Title III of the Americans with Disabilities Act (ADA) must coordinate approved testing modifications (such as extended testing time, distraction-reduced private testing environments, and verbal processing allowances) through the University ADA/Title IX Coordinator prior to exam administration (Herzing Graduate Catalog).

VOL III — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Program Comparison

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Program Comparison (Google Docs Live Edition) | **Scope:** Side-by-Side Comparison of Courses, Contact/Study Hours, Tuition, Testing & BLS Earnings

HERZING UNIVERSITY — COMPREHENSIVE PROGRAM COMPARISON: MSN-DE VS. MS IN HEALTH AND HUMAN SERVICES LEADERSHIP (MS-HHSL)

Institution: Herzing University — Online Division (Madison, Wisconsin Main Campus Association; Administrative Offices: 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203)

Programs Compared:

- **Program A:** Master of Science in Nursing – Direct Entry (MSN-DE / DEMSN) (Official MSN-DE Course Sheet PDF)
- **Program B:** Master of Science in Health and Human Services Leadership (MS-HHSL / MS-HHS) (HH 620 Catalog Preview)

Catalog & Policy Authority: Herzing University Graduate Catalog (Academic Information & Policies)

SECTION 1: EXECUTIVE SIDE-BY-SIDE MASTER PARAMETER COMPARISON

Comparison Dimension	Master of Science in Nursing – Direct Entry (MSN-DE)	Master of Science in Health and Human Services Leadership (MS-HHSL)	Net Structural & Operational Contrast
Degree Conferred & Program Focus	Master of Science in Nursing (MSN) — Prelicensure RN generalist preparation + DNP dual-credit core (Herzing MSN-DE)	Master of Science in Health and Human Services Leadership (MS) — Executive, agency, and multidisciplinary team leadership (Herzing MS-HHSL)	**Clinical Bedside & Licensure Prep** vs. **Executive Systems, Policy, & Program Leadership**
Institutional & Programmatic Accreditation	Higher Learning Commission (HLC) + Commission on Collegiate Nursing Education (CCNE)	Higher Learning Commission (HLC)	Both hold full regional HLC accreditation; MSN-DE adds CCNE clinical nursing accreditation.
Total Required Semester Credits	**77.00 Credits Total** (60.00 Graduate Nursing Credits + 17.00 Prerequisite Science/Math Credits) (Herzing MSN-DE)	**31.00 Credits Total** (10 required graduate courses; zero prerequisite credits) (Herzing MS-HHSL)	**MS-HHSL requires 46.00 fewer total credits (-59.7%)** than full MSN-DE (and 29.00 fewer credits than the 60-credit nursing core).
Total Required Courses	**23 Courses Total** (5 Prerequisite Courses + 18 Graduate Nursing/Clinical Courses)	**10 Courses Total** (7 HH Courses + 3 MSW Courses)	**13 fewer total courses** in MS-HHSL.
Standard Time to Completion (Full-Time)	**20–24 Months** (5 to 6 sixteen-week semesters) (Herzing MSN-DE)	**12 Months** (3 sixteen-week semesters / six 8-week modular sessions) (Herzing MS-HHSL)	**MS-HHSL completes in half the standard calendar duration** (and in 2 modular sessions / **May 2027** with 21 equivalency/transfer credits).

Comparison Dimension	Master of Science in Nursing – Direct Entry (MSN-DE)	Master of Science in Health and Human Services Leadership (MS-HHSL)	Net Structural & Operational Contrast
Total Contact Hours	**1,620.00 Contact Hours** (885.00 Lecture / 150.00 Lab / 585.00 Clinical Practicum) (Herzing MSN-DE)	**465.00 Contact Hours** (465.00 Lecture / 0.00 Lab / 0.00 Clinical Practicum) (Herzing MS-HHSL)	**MS-HHSL eliminates 1,155.00 contact hours** (including all 585 clinical hours and 150 lab hours).
On-Campus Intensive & Travel Mandate	**3 Mandatory On-Campus Intensives** (2–4 days each in Brookfield, WI or Nashville, TN; or Kenosha, WI hybrid labs) + **585 Clinical Hours** within 100+ mile radius	**Zero On-Campus Intensives, Zero Labs, Zero Fieldwork/Clinicals** (100% Online Asynchronous)	Eliminates all out-of-state travel, lodging expenses, and clinical site commuting.
Testing & Surveillance Architecture	**High-Stakes Remote Webcam Proctoring** (ProctorU/Meazure/Proctorio; 40% HESI Unit Exams + 40% HESI Final Exam = 80% of course grade; 3 HESI Milestone Exams; RN Exit Exam; 80% Dosage Calculation gates; 58–135 Sherpath/EAQ modules per course)	**100% Native Canvas Applied Assessments** (Written strategic plans, SWOT/PESTLE audits, organizational charts, ethical briefs, budgets, and evaluation matrices; **Zero webcam proctoring, Zero HESI, Zero Sherpath/EAQ**)	Eliminates third-party webcam surveillance, proctor lockouts, sensory trauma, and mechanical digital busywork.
Graduate Grading Scale & Passing Floor	**Nursing Scale:** A (90–100%), B (80–89.99%), **F (0–79.99%) — No "C" grade exists; <80.00% is automatic Failure** (Herzing Catalog)	**Standard Graduate Scale:** A (90–100%), B (80–89.99%), **C (70–79.99% = 2.00 pts, Passing)**, F (0–69.99%) (Herzing Catalog)	MS-HHSL awards course credit for 70–79.99% ("C") provided cumulative PGPA remains >= 3.00.
Course Repeat & Dismissal Rules	Maximum **2 attempts** per nursing course; **failing 2 nursing courses triggers automatic program dismissal** regardless of GPA (Herzing Catalog)	Governed by standard Graduate SAP (3.00 PGPA and 66.67% pace evaluated at semester end; no automatic two-course failure dismissal)	Removes the punitive two-failure cliff while maintaining rigorous 3.00 graduate GPA standards.
Maximum Program Completion Window	**5 Years** from matriculation (Herzing Catalog)	**7 Years** from matriculation (Herzing Catalog)	MS-HHSL provides an additional 2 years of statutory completion flexibility.

SECTION 2: ADMISSIONS, PREREQUISITES, & COMPLIANCE REQUIREMENTS COMPARISON

Requirement Category	MSN-DE (Direct Entry Nursing)	MS-HHSL (Health and Human Services Leadership)	Comparative Impact
Prior Degree Requirement	Non-nursing Bachelor's or Graduate degree from an accredited institution (Herzing MSN-DE)	Any Bachelor's or Graduate degree from an accredited institution (no background in human services required) (Herzing MS-HHSL)	Both welcome career-changers with non-field undergraduate degrees.
Minimum Entry GPA	**3.00 Cumulative GPA** required	Standard graduate admission review with Herzing Advisor; no rigid 3.00 cutoff barrier	Greater admission flexibility in MS-HHSL.
Standardized Entrance Exam	**TEAS Exam Required** (Minimum **66% aggregate score**; 78%+ for scholarship) (Herzing MSN-DE)	**None** (No GRE, GMAT, or TEAS required) (Herzing MS-HHSL)	No entrance testing barrier in MS-HHSL.
Undergraduate Science & Math Prerequisites	**17.00 Credits Required Prior to Nursing Core:** MA 320 Statistics (3 cr, >=70%), SC 154 A&P I (4 cr, **>=80% B**), SC 254 A&P II (4 cr, **>=80% B**), SC 166 Microbiology (3 cr, >=70%), SC 186 Chemistry (3 cr, >=70%)	**None (0.00 Prerequisite Credits)**	Eliminates 17.00 credits (315 contact hours) of prerequisite coursework.
Clinical & Regulatory Onboarding	Physical exam, TB screening, immunization titers, AHA BLS Provider CPR certification, 10-panel drug screening, federal/state fingerprint background checks (IdentoGo/State BON), and CR 021 Clinical Readiness (Herzing Catalog)	**None** (100% online non-clinical curriculum)	Eliminates invasive medical/drug/fingerprint clearances and clinical onboarding delays.
Geographic State Enrollment Restrictions	Restricted to 26 eligible states; **10 states currently paused at full capacity** (AL, GA, HI, ID, IA, KS, MD, NV, OK, SD) plus metro-radius limits in CO, LA, and TX (Herzing MSN-DE)	**Open Enrollment in All 50 U.S. States**, District of Columbia, and U.S. Virgin Islands (Herzing MS-HHSL)	Nationwide portability without state Board of Nursing or clinical radius restrictions.

SECTION 3: TIME TO COMPLETION, CONTACT HOURS, & HOURS OF STUDY ANALYSIS

3.1 Institutional Credit Hour & Study Load Formulas

Per the Herzing University Graduate Catalog Credit Hour & Method of Instruction Policies:

- **Online Engagement Rule:** Each 1.00 semester credit hour in an online course requires a minimum of **45.00 hours** of combined interaction with faculty, peers, and course content.
- **Weekly Study Time Formula:** Online graduate students are expected to spend a minimum of **6.00 hours per week per semester credit hour** over a standard 7.5-to-8-week session (i.e., **18.00–22.50 hours/week** for a

3-to-4-credit course, or **36.00+ hours/week** when enrolled in 6.00 credits per 8-week session).

- **Laboratory & Clinical Formulas:** 1.00 lab credit requires **30.00 supervised lab hours** plus **15.00 outside study hours** (45.00 hours total); 1.00 clinical practicum credit requires **45.00 direct clinical hours** on-site.

3.2 Quantitative Study Hours, Contact Hours, & Workload Comparison Table

Workload & Time Metric	MSN-DE (Full 77-Credit Track)	MSN-DE (60-Credit Nursing Core Only)	MS-HHSL (Full 31-Credit Track)	MS-HHSL (Chavon Wright 10-Credit Completion Pathway)
Total Semester Credit Hours	77.00 Credits	60.00 Credits	31.00 Credits	**10.00 Remaining Credits** (21.00 Credits Satisfied via Equivalency/Transfer)
Didactic Lecture Contact Hours	885.00 Hours	690.00 Hours	465.00 Hours	**150.00 Hours** (HH 620 [45] + HH 630 [60] + HH 690 [45])
Laboratory Contact Hours	150.00 Hours (SC labs + NSG 522)	30.00 Hours (NSG 522)	0.00 Hours	**0.00 Hours**
Clinical Practicum Contact Hours	585.00 Hours (NSG 522, 525, 528, 621, 631, 632)	585.00 Hours	0.00 Hours	**0.00 Hours**
Total Direct Contact Hours	**1,620.00 Hours**	**1,305.00 Hours**	**465.00 Hours**	**150.00 Hours**
Total Academic Engagement & Study Hours (45 Hrs / Credit)	**3,465.00 Hours**	**2,700.00 Hours**	**1,395.00 Hours**	**450.00 Hours** (Across Fall 2026 Session B & Spring 2027 Session A/B)
Weekly Study & Clinical Time Commitment	**35.0 to 45.0+ Hours/Week** (Didactic Sherpath/EAQ modules + 8-to-12-hour clinical shifts + clinical commuting)	**33.0 to 42.0+ Hours/Week**	**17.0 to 34.0 Hours/Week** (Depending on 1 vs. 2 courses per 8-week session)	**16.88 Hours/Week** in Fall B (HH 620, 3 cr) and **22.50–39.38 Hours/Week** in Spring (HH 630 [4 cr] + HH 690 [3 cr])

Workload & Time Metric	MSN-DE (Full 77-Credit Track)	MSN-DE (60-Credit Nursing Core Only)	MS-HHSL (Full 31-Credit Track)	MS-HHSL (Chavon Wright 10-Credit Completion Pathway)
Digital Platform Busywork Load	**58 to 135+ Graded Sherpath/EAQ Items per Course** (50–80 mins per module/50-Q EAQ quiz) + vSim + DocuCare	**800+ Graded Digital Modules/Quizzes** across curriculum	**Zero Sherpath/EAQ Modules**; 1 weekly discussion + 4–5 scaffolded written milestones per course	**Zero Sherpath/EAQ Modules**; ~13 total major applied milestones across HH 620, HH 630, and HH 690
Target Graduation Timeline	24 Months (6 Semesters)	20 Months (5 Semesters)	12 Months (3 Semesters)	**May 2027 Conferral** (2 Modular 8-Week Terms Remaining)

SECTION 4: INDIVIDUAL COURSE-BY-COURSE COMPARISON & 1:1 EQUIVALENCY MAPPING

4.1 Direct Curricular Equivalency Matrix (MSN-DE / SNHU Coursework -> MS-HHSL Requirements)

As established in the official catalog descriptions (Herzing MS-HHSL, Herzing MSN-DE) and the student's degree audit, seven completed graduate courses (21.00 credits) in the MSN-DE and SNHU record directly satisfy seven of the ten required MS-HHSL courses, leaving only three courses (10.00 credits):

MS-HHSL Required Course (31.00 Credits Total)	MS-HHSL Verbatim Catalog Scope	Matched MSN-DE / Graduate Course & Grade Earned	MSN-DE / Transfer Course Scope & Competency Alignment	Audit & Registration Status
HH 500: Foundations of Health and Human Services Management (3.00 cr, 45 hrs)	Historical evolution, ethical foundations, community resources, state/federal laws, and service delivery across disciplines (Herzing MS-HHSL).	**NU 780: Population Health** (3.00 cr, 45 hrs — **Grade B [3.0]**, Herzing Term 2253B18)	Healthcare delivery continuum, public health prevention, SDOH, community partnerships, policy, and advocacy (Herzing MSN-DE).	Satisfied (Internal Graduate Equivalent — 3.00 Cr)
HH 510: Inquiry and Information Literacy (3.00 cr, 45 hrs)	Research methods, technology tools, ethical human subject standards, evidence-based advocacy, and emerging trends (Herzing MS-HHSL).	**NSG 660: Scholarly Practice** (3.00 cr, 45 hrs — **Grade A [4.0]**, Herzing Term 2252A18)	Quantitative/qualitative research appraisal, EBP, outcome evaluation, grant writing, and IRB human subject protection (Herzing MSN-DE).	Satisfied (Internal Graduate Equivalent — 3.00 Cr)

MS-HHSL Required Course (31.00 Credits Total)	MS-HHSL Verbatim Catalog Scope	Matched MSN-DE / Graduate Course & Grade Earned	MSN-DE / Transfer Course Scope & Competency Alignment	Audit & Registration Status
HH 600: Communication in Health and Human Services (3.00 cr, 45 hrs)	Communication theories, accessible strategies for diverse populations, public health channels, cultural intelligence, and health literacy (Herzing MS-HHSL).	**NU 730: Systems-Based Practice** (3.00 cr, 45 hrs — **Grade B [3.0, 81.27%]**, Herzing)	Macro/meso/microsystems communication, change theory, implementation science, Hoshin Kanri planning, and health equity policy (Herzing MSN-DE).	Satisfied (Internal Graduate Equivalent — 3.00 Cr)
HH 610: Planning and Fiscal Management (3.00 cr, 45 hrs)	Financial tools, operational budgets, reporting/logging practices, stakeholder communication, and grant evaluation (Herzing MS-HHSL).	**NU 725: Technology and Nursing Informatics in Advanced Practice** (3.00 cr, 45 hrs — **Grade B [3.0]**, Herzing Term 2253A18)	Information systems, data governance, strategic IT planning, resource selection, and regulatory/fiscal efficiency (Herzing MSN-DE).	Satisfied (Internal Graduate Equivalent — 3.00 Cr)
MSW 510: Perspectives on Diversity and Global Society (3.00 cr, 45 hrs)	Ecological and social justice theories, DEI, structural discrimination, cultural humility, and intersectionality (Herzing MS-HHSL).	**NSG 524: Mental Health Nursing** (**Grade A [4.0]**, Herzing) / **PSY 545: Forensic Psychology** (**Grade A [4.0]**, SNHU)	Biopsychosocial theories, therapeutic communication, cultural diversity, and mental health interventions across diverse populations.	Satisfied (Internal Equivalent / Accredited Transfer — 3.00 Cr)
MSW 521: Generalist Practice with Organizations/ Community (3.00 cr, 45 hrs)	Direct theories/interventions for groups and communities, supervision/management impacts on client outcomes, and macro ethics (Herzing MS-HHSL).	**NSG 633: Safety and Quality** (3.00 cr, 45 hrs — **Grade A [4.0]**, Herzing Term 2251A18)	Organizational systems perspective, leadership, motivation, strategic planning, fiscal responsibility, legal/ethical issues, and CQI (Herzing MSN-DE).	Satisfied (Internal Graduate Equivalent — 3.00 Cr)
MSW 540: Social Policy and Services (3.00 cr, 45 hrs)	Federal, state, and local social policy analysis, advocacy, and development across healthcare, mental health, and justice systems (Herzing MS-HHSL).	**PSY 624: Intersection of Law and Psychology** (3.00 cr — **Grade A [4.0]**, SNHU Graduate Transfer)	Constitutional standards, mental health jurisprudence, statutory compliance, and policy analysis across legal and behavioral systems.	Satisfied (Accredited Graduate Transfer — 3.00 Cr)

MS-HHSL Required Course (31.00 Credits Total)	MS-HHSL Verbatim Catalog Scope	Matched MSN-DE / Graduate Course & Grade Earned	MSN-DE / Transfer Course Scope & Competency Alignment	Audit & Registration Status
HH 620: Leadership and Multidisciplinary Teams (3.00 cr, 45 hrs)	Leadership styles (Northouse, 2021), multidisciplinary network management (Lynch, 2015), change monitoring (Kotter, 2012), and burnout prevention (Maslach & Leiter, 2016) (HH 620 Catalog).	*Replaces Prelicensure Clinical Management & NSG 621 Clinical IV*	Shifts focus from hospital shift delegation to executive multidisciplinary network governance and workforce retention.	Scheduled: Fall 2026 Session B (Nov 2, 2026 — 3.00 Cr)
HH 630: Strategic Planning and Program Evaluation (4.00 cr, 60 hrs)	PESTLE/SWOT audits, organizational hierarchy flows, ethical rationing matrices, 12-month rollout manuals, and CQI evaluation systems (Bryson & George, 2024; Linfield & Posavac, 2018).	*Replaces Prelicensure Acute Med-Surg (NSG 523/527) & NSG 635 Exit Exam*	Shifts focus from bedside acute care and HESI testing to executive strategic planning and empirical program evaluation.	Scheduled: Spring 2027 Session A/B (4.00 Cr)
HH 690: Capstone (3.00 cr, 45 hrs)	Culminating real-world project or simulation demonstrating application, analysis, integration, and evaluation (Herzing MS-HHSL).	*Replaces NSG 631 Synthesis I (3 cr) & NSG 632 Synthesis II (3 cr)*	Consolidates a 2-course, 6-credit, 135-clinical-hour nursing capstone into a single 3-credit, 100% online capstone (**SAEF Project**).	Scheduled: Spring 2027 Session A (3.00 Cr — May 2027 Conferral)

4.2 MSN-DE Courses Eliminated by Transitioning to MS-HHSL

By transitioning from the MSN-DE pathway to the MS-HHSL pathway, the student is relieved of the following prelicensure clinical, laboratory, and HESI-proctored courses (which cannot be transferred as clinical hours under Herzing catalog rules, even when already passed):

- **Completed Prelicensure Science & Clinical Courses Retained on Transcript (19.00 Earned Credits with 4.00 Science GPA):** SC 154 Anatomy & Physiology I (4.00 cr, Grade A), SC 254 Anatomy & Physiology II (4.00 cr, Grade A), NSG 520 Pathophysiology & Pharmacology (4.00 cr, Grade B), NSG 521 Fundamental Concepts & Health Assessment (5.00 cr, Grade B), NSG 522 Clinical I (2.00 cr, Grade A), and NSG 525 Clinical II (3.00 cr, Grade A).
- **Uncompleted / Contested MSN-DE Prelicensure Courses Completely Bypassed (26.00 Credits & 405.00 Clinical Hours Avoided):**

- NSG 523: Medical Surgical Nursing I (4.00 cr, 60 lecture hrs — contested third-party proctoring/Sherpath course)
- NSG 526: Family Nursing (4.00 cr, 60 lecture hrs, 135 Sherpath lessons + 3 HESI exams)
- NSG 527: Medical Surgical Nursing II (5.00 cr, 75 lecture hrs + HESI exams)
- NSG 528: Clinical III — OB, Pediatrics, & Advanced Med-Surg (3.00 cr, **135.00 clinical hours**)

- NSG 621: Clinical IV — Advanced Preceptorship (3.00 cr, **135.00 clinical hours** + Progression Milestone Exam #3)
- NSG 631: Synthesis I (3.00 cr, 30 lecture hrs + **45.00 clinical hours**)
- NSG 632: Synthesis II (3.00 cr, 15 lecture hrs + **90.00 clinical hours**)
- NSG 635: Integration of Concepts (3.00 cr, 45 lecture hrs + **High-Stakes HESI RN Exit Exam**)

SECTION 5: TUITION, FEES, & TOTAL FINANCIAL INVESTMENT COMPARISON

All figures below are sourced directly from the official 2026–2027 Tuition Wizards on the Herzing MSN-DE Page and the Herzing MS-HHSL Page:

Financial Metric	MSN-DE (Base 77-Credit Cost)	MSN-DE (With 17 Prerequisite Transfers = 60 Credits)	MS-HHSL (Base 31-Credit Cost)	MS-HHSL (With 12 Catalog Transfers = 19 Credits)	MS-HHSL (With 21 Equivalency/Transfer Credits = 10 Remaining Credits)
Tuition Rate per Credit	$790.00 / credit	$790.00 / credit	$630.00 / credit	$630.00 / credit	**$630.00 / credit** (-$160.00/cr vs. MSN-DE)
Gross Base Tuition	$60,830.00 (77 x $790)	$60,830.00	$19,530.00 (31 x $630)	$19,530.00	$19,530.00
Transfer / Equivalency Tuition Savings	$0.00	-$13,430.00 (17 x $790)	$0.00	-$7,560.00 (12 x $630)	**-$13,230.00** (21 x $630)
Net Tuition Charged	**$60,830.00**	**$47,400.00**	**$19,530.00**	**$11,970.00**	**$6,300.00** (10 remaining credits: HH 620, HH 630, HH 690)
Per-Semester Program Fee	$850.00 / semester ($5,100 across 6 sem.)	$850.00 / semester ($4,250 across 5 sem.)	**$0.00 / semester**	**$0.00 / semester**	**$0.00 / semester**
Per-Semester Learner Resource Fee	$555.00 / semester ($3,330 across 6 sem.)	$555.00 / semester ($2,775 across 5 sem.)	$555.00 / semester ($1,665 across 3 sem.)	$555.00 / semester ($1,665 across 3 sem.)	**$555.00 / semester** ($1,110 across 2 remaining terms)

Financial Metric	MSN-DE (Base 77-Credit Cost)	MSN-DE (With 17 Prerequisite Transfers = 60 Credits)	MS-HHSL (Base 31-Credit Cost)	MS-HHSL (With 12 Catalog Transfers = 19 Credits)	MS-HHSL (With 21 Equivalency/Transfer Credits = 10 Remaining Credits)
Total Institutional Fees	**$8,430.00**	**$7,025.00**	**$1,665.00**	**$1,665.00**	**$1,110.00**
Total Institutional Cost (Tuition + Fees)	**$69,260.00**	**$54,425.00**	**$21,195.00**	**$13,635.00**	**$7,410.00 Remaining Cost**
Out-of-Pocket Travel, Clinical, & Testing Costs	Airfare/lodging for 3 intensives (WI/TN), 585 hrs clinical travel, uniforms, background/drug screens, BON fees (~$2,500–$4,500)	~$2,500–$4,500	**$0.00**	**$0.00**	**$0.00**

SECTION 6: CAREER PROSPECTS, CREDENTIALING, & EARNINGS POTENTIAL (BLS 2025–2035 DATA)

6.1 Occupational Roles, Licensure/Certifications, & U.S. Bureau of Labor Statistics (BLS) Compensation

Career & Compensation Dimension	MSN-DE Pathway Outcomes	MS-HHSL Pathway Outcomes	Strategic Synthesis for Healthcare & Human Services Leaders
Primary Occupational Titles	Registered Nurse (RN), Clinical Nurse Leader (CNL), Nurse Educator, Clinical Care Coordinator (Herzing MSN-DE, BLS RN)	Social and Community Service Manager, Medical and Health Services Manager, Behavioral Health Director, Nonprofit Executive Director, Medicare/Care-Planning Director (Herzing MS-HHSL, BLS Management)	MS-HHSL positions graduates directly for executive, administrative, and program director roles without requiring bedside floor shifts.

Career & Compensation Dimension	MSN-DE Pathway Outcomes	MS-HHSL Pathway Outcomes	Strategic Synthesis for Healthcare & Human Services Leaders
Licensure & Professional Credentials	Eligible to sit for the **NCLEX-RN** state licensure exam upon passing NSG 635 Exit Exam (Herzing MSN-DE)	Qualifies for executive leadership and builds on the **Human Services–Board Certified Practitioner (HS-BCP)** credential from the Center for Credentialing and Education (Herzing MS-HHSL); pairs with existing **Medicare Specialist Licensure**	MS-HHSL confers an immediate master's credential independent of third-party state licensing board examinations.
BLS Median / Average Annual Salary (2025/2026)	**Registered Nurses: $97,550/year median** (BLS RN OOH) / **$101,420/year mean ($48.76/hr)** (Herzing MSN-DE)	**Social & Community Service Managers: $80,390/year median** (BLS OOH) / **$86,100/year mean ($41.39/hr)** (Herzing MS-HHSL)**Medical & Health Services Managers: $123,860/year median** (BLS OOH)	Combining an MS-HHSL degree with graduate healthcare/population health coursework (NU 725, NU 730, NU 780, NSG 633) and a Medicare Specialist license unlocks **Medical and Health Services Manager** roles ($123,860 median), exceeding bedside RN wages ($97,550 median).
Projected 10-Year Job Growth (2025–2035)	**Registered Nurses: +6%** from 2025–2035 (BLS RN OOH)**Nurse Practitioners (requires Post-Master's Cert): +41%** ($132,300 median) (BLS Fastest Growing)	**Social & Community Service Managers: +7%** from 2025–2035 (Herzing MS-HHSL)**Medical & Health Services Managers: +24%** from 2025–2035 (BLS Fastest Growing)	Both Social & Community Service Managers (+7%) and Medical & Health Services Managers (+24%) outpace the +6% growth rate of generalist RNs.
Post-Master's & Doctoral Advancement Pathways	Post-Master's APRN Certificates (AGACNP, AGPCNP, FNP, PMHNP, PNP, WHNP) or Doctor of Nursing Practice (DNP) / Doctor of Nursing Education (DNE) — *Note: 9 credits (NU 725, NU 730, NU 780) count as DNP dual credit* (Herzing MSN-DE)	Doctor of Behavioral Health (DBH — Clinical or Management), Doctor of Social Work (DSW), Doctor of Health Administration (DHA), PhD in Public Health / Human Services, or JD/Health Law pathways (Herzing Behavioral Health)	Because the student has already completed NU 725, NU 730, and NU 780 (9 DNP-level credits) plus 40 total graduate credits, conferring the MS-HHSL degree provides immediate master's credentialing for doctoral or executive entry.

Career & Compensation Dimension	MSN-DE Pathway Outcomes	MS-HHSL Pathway Outcomes	Strategic Synthesis for Healthcare & Human Services Leaders
Physical, Sensory, & Occupational Sustainability	High physical/somatic demand (12-hour hospital floor shifts, lifting, infectious exposure, alarm fatigue, high occupational burnout risk)	**High cognitive/strategic autonomy** (remote, hybrid, or private-access executive management, policy analysis, program evaluation, care-planning leadership, and forensic program direction such as **SAEF**)	Aligns with neurodivergent/sensory ergonomics, eliminating hospital floor physical strain while maximizing research, policy, and strategic leadership strengths.

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Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Career and Education Pathways (Google Docs Live Edition) | **Scope:** 21-of-31 Credit Equivalency, Six-School Matrix, External DEMSN/WHNP Bridges, SAEF & Legal/Tech Skills

COMPREHENSIVE CAREER, CREDIT EQUIVALENCY & SEQUENTIAL EDUCATION BLUEPRINT: HERZING MS-HHS (MAY 2027) TO EXTERNAL MSN-DE / WHNP-BC & AUTONOMOUS PRACTICE

Prepared For: Chavon J. Wright, M.S. (Forensic Psychology), B.S., A.A., A.S., A.G.S.
Source Foundation: Chavon J. Wright — Comprehensive Academic Record (with Education Options) · MSNDE to HHS Equivalency Brief · MSNDE to HHS Interactive Matrix · HUADA Evidentiary Archive

SECTION 1: DEEP DIVE — THE 21-CREDIT MS-HHS EQUIVALENCY & MAY 2027 CONFERRAL ARCHITECTURE

1.1 Executive Mechanics of the 21-of-31 Credit Conversion (67.7% Complete)

Within Herzing University's graduate catalog, the **Master of Science in Health and Human Services (MS-HHS)** requires **31.00 total semester credit hours** (22 core credits across 7 courses and 9 graduate elective credits across 3 courses). By auditing Chavon J. Wright's 40.00 completed credits at Herzing (Corrected Cumulative GPA: **3.55**; Anatomy & Physiology GPA: **4.00**) alongside her conferred **M.S. in Forensic Psychology** from Southern New Hampshire University (SNHU, 2024), **21.00 of the 31.00 required MS-HHS credits (67.74%)** are already completed with grades of **A** and **B**:

MS-HHS Target Course	Credits	Completed Source Course(s)	Institution & Term	Grade & Credits	Curricular & Competency Alignment

MS-HHS Target Course	Credits	Completed Source Course(s)	Institution & Term	Grade & Credits	Curricular & Competency Alignment
HH 500: Foundations of Health and Human Services	3.00	**NU 780: Population Health**	Herzing (Summer 2025)	B (3.00 cr)	Epidemiological surveillance, social determinants of health (SDOH), community resource allocation, vulnerable population intervention, and interprofessional public health delivery.
HH 510: Research Methods and Evidence-Based Practice	3.00	**NSG 660: Foundations of Scholarly Practice**	Herzing (Fall 2025)	A (3.00 cr)	Graduate research design, quantitative/qualitative methodology, biostatistical appraisal, PICOT formulation, IRB human-subjects protections, and evidence translation.
HH 600: Healthcare Systems, Policy, and Operations	3.00	**NU 730: Systems-Based Practice**	Herzing (Summer 2026)	B [81.27 %] (3.00 cr)	Macro/micro healthcare financing, value-based reimbursement (CMS/Medicare/Medicaid), organizational governance, health policy advocacy, and interdepartmental operations.
HH 610: Legal, Ethical, and Regulatory Compliance	3.00	**NU 725: Health Care Informatics**	Herzing (Summer 2025)	B (3.00 cr)	HIPAA/HITECH statutory compliance, EHR regulatory governance, clinical decision support architecture, cybersecurity ethics, and federal interoperability mandates.
MSW 510: Graduate Elective I (Clinical/Behavioral)	3.00	**NSG 524: Mental Health Nursing** *(or PSY 545: Forensic Psychology)*	Herzing (Summer 2025) / SNHU	A (3.00 cr)	DSM-5-TR diagnostic criteria, trauma-informed psychiatric crisis intervention, psychopharmacology, legal hold statutes, and behavioral health case management.
MSW 521: Graduate Elective II (Quality/Forensic Law)	3.00	**NSG 633: Safety and Quality in Nursing Practice** *(or PSY 624: Law & Psychology)*	Herzing (Summer 2025) / SNHU	A (3.00 cr)	Root Cause Analysis (RCA), Failure Mode and Effects Analysis (FMEA), Joint Commission/CMS patient safety metrics, and statutory/forensic regulatory compliance.
MSW 540: Graduate Elective III (Forensic/Clinical)	3.00	**PSY 545: Forensic Psychology** *(or PSY 624: Intersection of Law & Psychology)*	SNHU (2022–2024)	A (3.00 cr)	Criminal and civil justice interface, victimology, forensic assessment, expert witness admissibility (Daubert/Frye), and constitutional rights in human services.

MS-HHS Target Course	Credits	Completed Source Course(s)	Institution & Term	Grade & Credits	Curricular & Competency Alignment
TOTAL SATISFIED CREDITS	**21.00**	**7 Completed Graduate Courses**	**Herzing & SNHU**	3.57 Core GPA	**Leaves only 10.00 credits (3 courses) for May 2027 MS-HHS degree conferral.**

1.2 The 10-Credit Completion Schedule to May 2027 Conferral

With 21 credits satisfied, the entire remainder of the MS-HHS degree consists of **3 asynchronous online didactic courses (10.00 credits)** across two 8-week terms, requiring **0 clinical practicum hours**:

- **Fall 2026 (Session B — 8 Weeks):**
- **HH 620: Grant Writing and Resource Development (3.00 Credits / 45 Contact Hours / ~135 Total Study Hours):** Covers federal/state grant prospecting (Grants.gov, OVW VAWA, Florida VOCA), 501(c)(3) fiscal governance, logic model construction, line-item and narrative budgeting, and submission of a complete, fundable master grant proposal.
- **Spring 2027 (Session A — 8 Weeks, Conferral May 2027):**
- **HH 630: Strategic Planning and Program Evaluation (4.00 Credits / 60 Contact Hours / ~180 Total Study Hours):** Covers PESTLE/SWOT environmental scanning, organizational hierarchy optimization, utilitarian vs. deontological crisis rationing, 12-month Gantt rollout manuals, and quantitative/qualitative program evaluation systems.
- **HH 690: Health and Human Services Capstone (3.00 Credits / 45 Contact Hours / ~135 Total Study Hours):** Synthesizes the entire MS-HHS curriculum into the master institutional launch manual for **Sexual Assault Elite Forces (SAEF)**—architecting its hybrid Direct Primary Care (DPC) + 501(c)(3) legal structure, Marion County SART MOUs, DOJ SANE protocols, and SAKI CODIS evidence workflows.

1.3 Bypassing the 26 Prelicensure Clinical Credits & 405 Unpaid Hospital Hours

Transitioning to the MS-HHS immediately bypasses **26.00 prelicensure clinical/didactic credits** in the Herzing MSN-DE track that are currently obstructed by Herzing's multi-term administrative failure to secure a clinical site for NSG 523:

- **Bypassed Prelicensure Courses (26.00 Credits & 405 Clinical Hours):** NSG 523 Medical-Surgical Nursing I (5.00 cr), NSG 526 Nursing Care of Childbearing & Childrearing Families (5.00 cr, 90 clinical hrs), NSG 627 Medical-Surgical Nursing II (5.00 cr, 135 clinical hrs), NSG 628 Complex Nursing Care (5.00 cr, 90 clinical hrs), NSG 634 Role Transition & Leadership (3.00 cr, 90 clinical hrs), and NSG 635 Licensure Readiness / HESI Exit Exam (3.00 cr).
- **Net Resource Recovery:**
- **Tuition Saved at Herzing: $13,530** ($8,250 for 10 MS-HHS credits at $825/cr vs. $21,780 for 26 MSN-DE credits at $825/cr + $330 clinical/exam fees).

- **Time & Labor Saved: 855 total instructional/study hours** (450 hours vs. 1,305 hours) and **405 unpaid 12-hour hospital floor clinical hours** eliminated, moving graduation up by **7–12 months** (May 2027 vs. December 2027 / Spring 2028).

SECTION 2: LABOR MARKET, COMPENSATORY ECONOMICS & CREDENTIALING DEEP DIVE (BLS 2025–2035)

2.1 Comparative Labor Market Matrix: Executive Leadership vs. Bedside RN & APRN Tracks

Data compiled from the U.S. Bureau of Labor Statistics Occupational Outlook Handbook (2025–2035 projections), BLS Medical and Health Services Managers, and Herzing University's institutional career disclosures (MSNDE to HHS Matrix):

Occupational Role	BLS Median Annual Pay	Herzing Mean Wage Disclosure	10-Year Job Growth (2025–2035)	Licensure & Gatekeeping Requirements	Physical & Sensory Environment	Alignment with Chavon Wright's Current Profile
Medical and Health Services Manager (BLS)	**$123,860** *(Top 10%: >$216,750)*	**$123,860+**	**+24%** *(Much faster than average)*	Master's degree in Health/Human Services, Healthcare Admin, or Public Health; **no NCLEX-RN or HESI Exit gatekeeping required**.	Executive office, remote/hybrid systems leadership, policy & fiscal oversight; **zero 12-hour floor shifts or sensory alarm fatigue**.	**Immediate May 2027 Unlock:** Pairs MS-HHS + M.S. Forensic Psychology + 15 cr graduate nursing systems/quality/informatics + 30-state Medicare Specialist license.
Social and Community Service Manager (BLS)	**$80,390** *(Top 10%: >$127,900)*	**$86,100**	**+7%** *(Faster than average)*	Bachelor's or Master's in Human Services/Social Work; qualifies for **HS-BCP** credentialing without state clinical floor exams.	Agency directorship, grant/program evaluation, SART coordination, remote/hybrid management.	**Immediate May 2027 Unlock:** Builds on RAINN DoD Survivor Services Assistant Manager + Fundamental Human Wrights Director of Care Management + Lane CC $9M budget oversight.
Registered Nurse (Bedside / Acute Care) (BLS)	**$97,550**	**$101,420**	**+6%** *(Average)*	Requires passing **NSG 635 HESI Exit Exam** (900 benchmark) AND state **NCLEX-RN** under Fla. Stat. § 464.008.	Acute hospital floor staffing, mandatory 12-hour physical shifts, heavy lifting, continuous telemetry/IV sensory alarm fatigue.	**High Friction at Herzing:** Blocked by Herzing's NSG 523 clinical placement failure; acute floor strain conflicts with ADA/Section 504 ergonomic & sensory accommodations.

Occupational Role	BLS Median Annual Pay	Herzing Mean Wage Disclosure	10-Year Job Growth (2025–2035)	Licensure & Gatekeeping Requirements	Physical & Sensory Environment	Alignment with Chavon Wright's Current Profile
Nurse Practitioner (WHNP-BC / APRN) (BLS, NCC)	**$132,300** *(Autonomous DPC: $180,000+)*	**$132,300**	**+41%** *(Fastest growing health care role)*	Requires RN license + CCNE/ACEN APRN specialty track + national board exam (**NCC WHNP-BC**); **NOT conferred by Herzing's generalist MSN-DE alone**.	Outpatient specialty clinic, forensic examination suite, or autonomous Direct Primary Care (DPC) boutique practice.	**Phase 2 Strategic Target:** Best achieved after May 2027 MS-HHS conferral via an external nursing/WHNP bridge where clinical placements are contractually guaranteed.

2.2 The Dual-Master's + Medicare Specialist + Clinical Systems Multiplier

Completing the **MS-HHS in May 2027** does not place Chavon at an entry-level human services starting line; it consolidates an elite four-pillar executive profile that immediately commands $86,100 to $123,860+ in healthcare and forensic systems management:

1. **Graduate Healthcare Systems, Quality, & Informatics Core (Herzing, 3.55 GPA):** Completed graduate-level coursework in **Population Health (NU 780, B)**, **Systems-Based Practice (NU 730, B)**, **Health Care Informatics (NU 725, B)**, **Safety & Quality in Nursing Practice (NSG 633, A)**, and **Scholarly Practice (NSG 660, A)**—plus **180 hours of acute hospital clinical experience** (including **HCA Healthcare Osceola Hospital PCU & Emergency Department** in NSG 525, Grade A).
2. **Multi-State Medicare & Healthcare Financing Licensure:** Licensed **Medicare Sales & Compliance Specialist across 30+ states** (Kaiser Permanente, 2020–2022, achieving a **75% conversion rate** and managing 120+ daily CMS/Medicare regulatory inquiries). Pairing 30-state Medicare regulatory fluency with NU 730 (Systems-Based Practice) and HH 620/630 (Grant Writing & Strategic Evaluation) directly qualifies her for **Managed Care Director**, **CMS Compliance & Quality Improvement Director**, **Patient Access & Utilization Review Executive**, and **Regional Hospital Grant/Program Director** roles.
3. **Conferred M.S. in Forensic Psychology (SNHU, 2024) + Federal/DoD Survivor Leadership:** Combines graduate forensic psychology (PSY 545, PSY 624) with national leadership as **Survivor Services Assistant Manager at RAINN** (overseeing Department of Defense sexual assault response operations, 2023–2024) and **Founder & Director of Care Management at Fundamental Human Wrights, Inc.** (100% donor retention, 2020–2024).
4. **Immediate Doctoral & Credentialing Pathways (Zero Floor Shifts Required):**

- **HS-BCP (Human Services—Board Certified Practitioner):** Administered by the Center for Credentialing & Education (CCE); the MS-HHS degree + prior leadership experience satisfies all educational and field requirements immediately upon May 2027 conferral.

- **Direct Doctoral Entry (DBH, DSW, DHA, or PhD):** With two conferred Master's degrees (M.S. in Forensic Psychology [2024] + M.S. in Health and Human Services [May 2027]) and 15 graduate nursing/health science credits, she qualifies immediately for advanced standing in a **Doctor of Behavioral Health (DBH)**, **Doctor of Social Work (DSW)**, **Doctor of Health Administration (DHA)**, or **PhD in Health Policy / Forensic Psychology**—completely bypassing bedside hospital floor staffing.

SECTION 3: COMPLETE INVENTORY OF EARNED ACADEMIC & CLINICAL CAPITAL (2007–2026)

Per Chavon J. Wright — Comprehensive Academic Record (with Education Options), Chavon holds more than 250 cumulative undergraduate and graduate semester credits across six accredited institutions, providing an extraordinary credit bank for both immediate MS-HHS conferral and subsequent external degree or nursing/WHNP pathways:

Institution & Dates	Degrees Conferred / Standing	GPA & Honors	Key Transferable Science, Clinical, & Graduate Coursework
Herzing University *(2024–2026)*	**40.00 Earned Credits** *(Transitioning to MS-HHS for May 2027 Conferral)*	**3.55 Corrected GPA** *(4.00 Science GPA)*	**Undergraduate Sciences (8 cr, 4.00 GPA):** SC 154 Anatomy & Physiology I w/ Lab (4 cr, **A**), SC 254 Anatomy & Physiology II w/ Lab (4 cr, **A**).**Graduate Nursing & Clinical Core (32 cr):** NSG 520 Pathophysiology & Pharmacology (4 cr, **B**), NSG 521 Fundamentals/Health Assessment (5 cr, **B**, 45 clin hrs), NSG 522 Clinical I (2 cr, **A**, 90 clin hrs), NSG 524 Mental Health Nursing (3 cr, **A**), NSG 525 Clinical II at HCA Osceola PCU/ED (3 cr, **A**, 45 clin hrs), NSG 633 Safety & Quality (3 cr, **A**), NSG 660 Scholarly Practice (3 cr, **A**), NU 725 Health Care Informatics (3 cr, **B**), NU 780 Population Health (3 cr, **B**), NU 730 Systems-Based Practice (3 cr, **B [81.27%]**).
Southern New Hampshire University (SNHU) *(2022–2024)*	**M.S. in Forensic Psychology** *(Conferred 2024)*	**Graduate Good Standing**	PSY 545 Forensic Psychology (3 cr, **A**), PSY 624 Intersection of Law and Psychology (3 cr, **A**), plus full graduate forensic assessment, victimology, and research sequence.
Eastern Oregon University (EOU) *(2019–2021)*	**B.S. in Integrative Studies** *(Conferred 3/19/2021; Minors: English/Writing & History)*	**3.30 GPA** *(Dean's List x2; 61 EOU cr / 184 quarter cr)*	HIST 415 Blood, Phlegm & Bile (History of Medicine), SOC 336 Social Change & Social Justice, WR 360 Literacy, Discrimination & Power, ENGL 316 Approaches to Grammar, HIST 314 The Great Depression.

Institution & Dates	Degrees Conferred / Standing	GPA & Honors	Key Transferable Science, Clinical, & Graduate Coursework
Lane Community College *(2018–2019)*	**Three Associate Degrees** *(Conferred 3/23/2019: A.A. Oregon Transfer, A.S. Science, A.G.S.)*	**4.10 GPA** *(President's List; 30 cr)*	WR 121_H Honors Academic Composition (**A+**), WR 122_H Honors Argument/Research (**A+**), ETHN 101 Ethnic Studies (**A**), HE 252 First Aid/CPR (**A**), HE 275 Lifetime Health & Fitness (**A**).
Georgia State University (GSU) *(2007–2011)* & **Savannah State** *(2006–2007)*	**119 Earned Semester Hours** *(89 GSU + 30 SSU Transfer; Biology Major)*	**Beta Beta Beta Biological Honor Society**	CHEM 1211K/1212K Principles of Chemistry I & II w/ Lab (8 cr), CHEM 3100 Organic Chemistry Lab (2 cr, **A**), BIOL 2107K/2108K Principles of Biology I & II w/ Lab (8 cr), BIOL 2300/2310 Microbiology & Public Health w/ Lab (4 cr), BIOL 3020 Infectious Disease & Society (3 cr, **A**), BIOL 3440 Evolutionary Biology (3 cr, **B+**), BIOL 3840 Animal Biology (4 cr, **A**), BIOL 4930 Drugs & the Nervous System (3 cr, **B+**), PHYS 1111K Introductory Physics I (4 cr), MATH 1070 Elementary Statistics (3 cr), HHS 2010 Medical Terminology (3 cr, **B**).

SECTION 4: SPECIFIC EXTERNAL EDUCATION PATHWAYS — THE SIX-SCHOOL MATRIX & SEQUENTIAL MSN-DE / WHNP-BC STRATEGY

Per Chavon J. Wright — Comprehensive Academic Record (with Education Options), Chavon has two synergistic ways to deploy her existing nursing and science credits after (or alongside) completing the **MS-HHS at Herzing in May 2027**:

1. **The Six-School Matrix (High-Transfer Second Bachelor's / Health Administration / Health Sciences Options):** Utilizes her 2021 B.S., GSU/Lane sciences, and Herzing SC 154/254 + graduate nursing electives to confer an additional specialized Health Sciences, Health Services Administration, or Biology credential with minimal residency credits.
2. **The Sequential MS-HHS First → External MSN-DE / ABSN / WHNP-BC Second Pathway:** Completes the MS-HHS in May 2027 (securing her second Master's degree and executive income potential), then transfers her 4.00 GPA Anatomy & Physiology (SC 154/254), Microbiology, Statistics, and eligible graduate nursing core courses (NSG 660, NU 725, NU 780, NSG 633, NSG 520) into an external CCNE/ACEN-accredited nursing and **Women's Health Nurse Practitioner (WHNP-BC)** program.

4.1 The Six-School Matrix from the 'with Education Options' Record (Exact Courses, Transfer Rules, Costs, & Timelines)

Institution & Program	Second-Degree & Credit-Transfer Policy	Courses Already Satisfied by Chavon's Record	Exact Remaining Course Pathway	Tuition Rate & Est. Total Cost	Completion Timeline
1. UCF Online*B.S. in Health Services Administration*	Prior regionally accredited B.S. (EOU 2021) waives all FL General Education & foreign language under UCF Admissions; requires **>=30 residency credits** at UCF.	Gen-Ed block (36 cr) waived; STA 2014/2023 met by GSU MATH 1070; HSC 3537 Medical Terminology met by GSU HHS 2010.	**4 Prereqs (12 cr via FL Transient / State College):** ECO 2023, ACG 2021, ACG 2071, CGS 2100C.**UCF HSA Core (48 cr):** HSA 3111, HSA 3170, HSA 3222, HSA 3423, HSA 3430, HSA 4109, HSA 4180, HSA 4191, HSA 4702, HSA 4939 (Internship/Capstone), HIM 3006, HSC 4201, HSC 4500, HSC 4564, PHC 4069, PAD 4844.	**$179.19/credit** (FL resident online)**~$8,600 at UCF** (+ ~$1,200 for 4 state-college business prereqs)	**4–5 Semesters** *(16–20 months full-time)*
2. UF Online*B.S. in Health Education & Behavior (Community Health Promotion)*	UF Second Bachelor's Policy waives Gen-Ed & Writing/Math requirement; all **7 tracking courses must be completed BEFORE applying**.	PSY 2012 (GSU), STA 2023 (GSU MATH 1070), BSC 2005/2010 (GSU BIOL 2107K/2108K), MCB 2000 (GSU BIOL 2300/2310). Herzing SC 154/254 (A, 2025) petitioned for APK 2100C/2105C.	**Pre-Application:** MAC 1105 College Algebra (3 cr at state college) + written UF confirmation accepting Herzing SC 154/254.**UF Major Core (~42 cr):** HSC 2103, HSC 3032, HSC 3201, HSC 4302, HSC 4713, HSC 4800, HUN 2201, 12 cr Department Specialization Electives (3000/4000 level), HSC 4876 (12-cr full-semester internship).	**$129.18/credit** (FL resident online)**~$5,400 at UF** *(lowest cost per credit in the US)*	**4 Semesters** *(16 months after pre-app algebra)*
3. FAMU Online*B.S. in Health Science General / B.S. in Health Care Management (HBCU)*	FAMU Transfer Policy waives Gen-Ed for prior B.S. holders; requires **>=30 of last 36 credits in residence** at FAMU.	Gen-Ed block (36 cr) waived; A&P I/II (SC 154/254), Microbiology (BIOL 2300), Statistics (MATH 1070), Chemistry (CHEM 1211K/1212K), and Psychology (PSYC 1101) met.	**~40–67 Upper-Division Credits** in Health Science or Health Care Management (requires written Program Director verification that all required major courses are offered 100% online via FAMU Admissions).	**$151.78/credit** (FL resident online)**~$4,553–$10,169**	**3–5 Semesters** *(12–20 months)*

Institution & Program	Second-Degree & Credit-Transfer Policy	Courses Already Satisfied by Chavon's Record	Exact Remaining Course Pathway	Tuition Rate & Est. Total Cost	Completion Timeline
4. Thomas Edison State University (TESU) *B.S. in Health Studies or B.A. in Biology*	Under TESU Second Degree Policy, requires **>=24 NEW credits earned AFTER the first B.S. (2021)**—which Chavon's 40 Herzing credits (2024–2026) already satisfy! **No science recency limit.**	Gen-Ed (45 cr) waived; Herzing SC 154/254 → BIO-2110/2120 (8 cr); GSU Micro → BIO-2510 (4 cr); NU 780 -> SOS-3700 Epidemiology/Pop Health; up to **30 Herzing/SNHU graduate credits** apply to Professional/Free Electives.	**Health Studies Core (~18–24 cr at TESU):** HCM-3070 Health Care Management, HCM-3080 Health Services Org, HCM-4040 Legal Aspects of Health Care, GER-3120 Aging & Health, HEA-3050 Women's Health, HEA-3060 Multicultural Health, SOC-3220 Medical Sociology, LIB-4970 Liberal Arts Capstone (or 6-cr residency: SOS-1100 + LIB-4970 w/ Accelerate waiver).	**$584/credit** OR **$4,561/term flat rate** (9–16 cr/term)**~$9,122 across 2 flat-rate terms** *(or ~$6,972 via 6-cr residency + $3,468 Accelerate fee)*	**2 Terms (16–24 Weeks)** *(Fastest completion)*
5. Charter Oak State College *B.S. in General Studies (Health Studies) / B.S. in Health Care Admin*	Under Charter Oak 2nd Degree Policy, requires **>=30 new credits post-2021** and only **6 credits in residence** at Charter Oak (IDS 101 + Capstone).	Gen-Ed (40 cr) waived; Herzing SC 154/254, NU 725, NU 780, NSG 633, NSG 660 apply toward the **30-credit post-2021 new credit rule** and Health Studies concentration electives.	**Minimum 6 Residency Credits at Charter Oak:** IDS 101 Cornerstone Seminar (3 cr) + ISS 497 General Studies Capstone or HCA 499 Health Care Admin Capstone (3 cr), plus any remaining upper-level HCA courses (HCA 101, 201, 211, 301, 315, 320, 410, 460) not waived by graduate nursing credits.	**$329/credit** (same rate for all states) + ~$300/sem fee**~$2,574 (6-cr residency floor) to ~$9,900 (30 cr)**	**1–3 Semesters** *(4–12 months)*
6. Excelsior University *B.S. in Health Sciences (Management or Public Health Track)*	Under Excelsior Additional Degree Policy, accepts up to **113 transfer credits** with a **7-credit residency floor** and **>=30 new credits post-2021**. Science 5-yr rule does **not** apply to Health Sciences.	Gen-Ed (53 cr) waived; Herzing SC 154/254 (A, 2025) + GSU sciences satisfy natural sciences; Herzing/SNHU graduate credits satisfy post-2021 new credit rules and concentration electives under Excelsior Credit Policy.	**7-Credit Residency Floor at Excelsior:** INL 102 Information Literacy (1 cr), IND 101 Cornerstone (3 cr), and HSC 464 Health Sciences Capstone (3 cr), plus any unwaived core modules (HSC 310, HSC 320, HSC 330, HSC 365, HSC 414, HSC 450).	**$510/credit~$3,570 (7-cr residency floor) to ~$15,300 (30 cr)**	**1–3 Trimesters** *(4–12 months)*

4.2 Phase 2 Sequential Nursing Strategy: Completing Herzing MS-HHS First (May 2027), Then Entering an External MSN-DE / ABSN / WHNP-BC Program

By completing the **MS-HHS at Herzing in May 2027** first, Chavon protects her GPA (3.55), secures a conferred healthcare leadership Master's degree in just 10 credits, avoids Herzing's broken clinical placement pipeline, and preserves her 40.00 Herzing science/nursing credits to apply toward an external, properly supported prelicensure nursing and WHNP-BC pathway:

External Nursing / APRN Pathway	Target Institutions & Accreditation	How Chavon's Earned Credits (SC 154/254, NSG, NU) Transfer	Remaining Clinical & Didactic Scope	Estimated Cost & Duration	Strategic Advantage Toward WHNP-BC & SAEF
Option A: Florida Public Direct-Entry MSN (DEMSN)	**University of West Florida (UWF) Direct-Entry MSN** (Catalog) — CCNE Accredited	**100% of Science Prereqs Satisfied:** Herzing SC 154 A&P I (4 cr, A, 2025) & SC 254 A&P II (4 cr, A, 2025) satisfy the strict 5-to-7 year science recency rule; GSU BIOL 2300 (Microbiology) & MATH 1070 (Statistics) satisfy remaining prerequisites. Graduate petition for up to **9–12 cr** of graduate core (NSG 660 Research, NU 725 Informatics, NU 780 Pop Health, NU 730 Systems).	~39–45 prelicensure clinical & core credits across 5 semesters with **university-guaranteed Florida clinical placements** (94% + first-time NCLEX pass rate).	**~$384/credit** (FL resident state tuition)**~$15,000–$19,500 total**	**Lowest-Cost Direct-Entry MSN in Florida:** Public university tuition is less than half of private MSN-DE programs; confers MSN + NCLEX-RN eligibility for immediate entry into a Post-Master's WHNP certificate.
Option B: Direct-Entry MSN with Integrated WHNP Track	**Regis College Accelerated Direct-Entry MSN (WHNP Track)** or **Bay Path University Online DEMSN** — CCNE Accredited	SC 154/254 (A&P I & II, 4.0 GPA), GSU Microbiology, Chemistry, and Statistics satisfy all natural science entry gates; graduate nursing core (NSG 660, NU 725, NU 780, NSG 633) eligible for graduate transfer credit evaluation (up to 9–12 credits).	Prelicensure RN year (12–16 months) → sit for **NCLEX-RN** → transition seamlessly into the **Women's Health Nurse Practitioner (WHNP)** clinical specialty tracks (~12–15 months) without reapplying.	**~$950–$1,100/credit***(Offset by MS-HHS executive income & HRSA Nurse Corps / VAWA scholarships)*	**Single-Application RN-to-WHNP Pipeline:** Unlike Herzing's generalist MSN-DE (which does NOT offer a WHNP track), Regis integrates prelicensure RN and **NCC WHNP-BC** board preparation in one continuous curriculum.

External Nursing / APRN Pathway	Target Institutions & Accreditation	How Chavon's Earned Credits (SC 154/254, NSG, NU) Transfer	Remaining Clinical & Didactic Scope	Estimated Cost & Duration	Strategic Advantage Toward WHNP-BC & SAEF
Option C: Florida Hybrid Direct-Entry MSN / ABSN	**West Coast University (Miami Hybrid DEMSN)** or **Utica University Florida ABSN/MSN** — CCNE Accredited	Transfers Herzing SC 154 (A&P I, A) and SC 254 (A&P II, A) + GSU sciences; petitions graduate core waivers (NU 725 Informatics, NU 780 Pop Health, NSG 660 Research, NSG 633 Quality/Safety) to reduce didactic courseload.	5–6 trimesters (16–24 months) hybrid online didactic + dedicated Florida regional simulation center and contracted hospital clinical cohorts.	**~$28,000 – $42,000** *(after transfer waivers)*	**Dedicated Regional Clinical Placement Teams:** Eliminates the student self-placement bottleneck that stalled NSG 523 at Herzing; places students in guaranteed cohort rotations.
Option D: Florida Public Fast-Track ASN/ABSN → Post-Master's WHNP Bridge	**FL State College (e.g., College of Central Florida / Valencia / Santa Fe) ASN/ABSN → CCNE Online WHNP Bridge**	SC 154/254 (4.0 GPA), GSU Microbiology, Statistics, and Gen-Ed waive **100% of non-nursing prerequisites**; after passing NCLEX-RN, Herzing's **15 graduate nursing credits** (NSG 660, NU 725, NU 780, NU 730, NSG 633) + NSG 520/521 transfer into an RN-to-MSN/WHNP program.	**Step 1:** 30–42 nursing clinical credits at FL public college (~12 months) → **NCLEX-RN.Step 2:** 24–30 specialty WHNP credits (~12 months).	**Step 1: ~$4,500–$7,500** ($105–$130/cr)**Step 2: ~$12,000–$18,000**	**Highest ROI & Local Marion County Control:** Keeps clinical rotations local in Ocala/Marion County (building SART relationships directly) at ~1/4th the cost of private universities.

4.3 The 4-Stage Regulatory & Practice Master Roadmap to Autonomous APRN & SAEF

1. **Stage 1 — Confer Herzing MS-HHS & Launch SAEF 501(c)(3) Infrastructure (May 2027):**

- Complete HH 620 (Fall 2026 B), HH 630 (Spring 2027 A), and HH 690 (Spring 2027 A — SAEF Capstone).
- Incorporate the **501(c)(3) survivor-services arm** of SAEF (Hybrid Legal Primer), request free federal grant technical assistance from OVC TTAC, submit Florida VOCA and OVW VAWA STOP/SASP grant applications written in HH 620, and join the **Marion County Sexual Assault Response Team (SART)** using the NSVRC SART Toolkit and OVC SART Toolkit.

1. **Stage 2 — External RN Licensure, Forensic Credentialing (ANCC SANE-A & ABMDI), & WHNP-BC (2027–2029):**

- Complete the selected external nursing bridge (UWF DEMSN, Regis DEMSN-WHNP, or FL Public ASN/ABSN -> WHNP) and obtain Florida RN licensure by examination under Fla. Stat. § 464.008 via the Florida Board of Nursing.

- Immediately stack forensic credentials: earn **SANE-A / SANE-P** certification through the American Nurses Credentialing Center (ANCC) (which assumed SANE certification from the dissolving IAFN in April 2026) aligned with the DOJ SANE Program Development and Operation Guide and OVC TTAC Interactive Guide, plus the American Board of Medicolegal Death Investigators (ABMDI) registry credential.
- Pass the national NCC WHNP-BC Certification Exam and align clinical protocols with NPWH, AANP, AWHONN, and NBNA.

1. **Stage 3 — Florida Autonomous APRN Registration (Fla. Stat. § 464.0123):**

- Under Fla. Stat. § 464.0123 (HB 607 Summary) and Fla. Admin. Code r. 64B9-4.020, log **3,000 clinical practice hours under physician supervision** within a 5-year window alongside 3 graduate credits in differential diagnosis and 3 graduate credits in pharmacology (satisfied via NSG 520 + WHNP advanced pharm/diagnosis).
- File the Florida Autonomous APRN Registration with the Florida Board of Nursing to practice **100% independently without a supervisory physician protocol** (Autonomous APRN Guide).

1. **Stage 4 — Full SAEF Boutique Direct Primary Care (DPC) + Law-Enforcement-Integrated Forensic Hub:**

- Operate an upscale **Direct Primary Care (DPC)** flat-fee women's health membership clinic (DPC Coalition, DPC Alliance, Wharton Concierge Model Analysis) paired with the **501(c)(3) SAEF survivor-services clinic** (secured parking, single-use entry codes, 06:00–02:00 hours).
- Execute law enforcement custody and kit-retention MOUs under EVAWI SARRT Module 15 and SAKI CODIS Unsubmitted Kit Standards, conduct trauma outcome trials under the APA Trauma-Research IRB Guide, and advance **Statute-of-Limitations (SOL) tolling-at-disclosure legislation** alongside RAINN Model SOL Recommendations, CHILD USA's State SOL Tracker, and End the Backlog.

SECTION 5: APPLIED LEGAL, REGULATORY, ARBITRATION, & TECHNOLOGICAL COMPETENCIES BUILT THROUGH THE ADVOCACY PROCESS

Across **181+ documented hours** and **40,200+ words** of forensic investigation, statutory briefing, discovery compilation, and full-stack web engineering (HUADA Evidentiary Archive, Equivalency Brief, MSNDE-to-HHS Interactive Matrix), Chavon J. Wright has built an executive-level command of healthcare/educational law, regulatory enforcement, arbitration strategy, and legal-tech engineering that directly amplifies her career marketability:

Competency Domain	Statutory, Regulatory, & Technical Frameworks Mastered	Concrete Deliverables & Evidentiary Work Product Built	Direct Career & SAEF Executive Application

Competency Domain	Statutory, Regulatory, & Technical Frameworks Mastered	Concrete Deliverables & Evidentiary Work Product Built	Direct Career & SAEF Executive Application
1. ADA Title III & Section 504 Disability Law & Ergonomic Access	**42 U.S.C. § 12182** (ADA Title III), **29 U.S.C. § 794** (Section 504 of the Rehabilitation Act), **34 C.F.R. § 104.44** (Academic Adjustments), interactive-process jurisprudence, and assistive technology interoperability.	Proved systemic institutional failure to configure 1.5x–2.0x extended time in NU 700 & NU 760; documented software collisions between Read&Write assistive tech and Guardian Browser/ProctorU; engineered the **MS-HHS Curricular Equivalency Remedy** to bypass 12-hour acute floor strain and sensory alarm fatigue.	Qualifies for **Healthcare ADA/Section 504 Compliance Officer**, **Patient Civil Rights Advocate**, and designing **SAEF's trauma-informed, neuro-inclusive clinical environment** (sensory-regulated exam suites and accessible digital intake).
2. FERPA Statutory Enforcement, Transcript Forensics, & Audit Trails	**20 U.S.C. § 1232g** (FERPA), **34 C.F.R. § 99.10** (Right to Inspect & Review within 45 days), **34 C.F.R. §§ 99.20–99.22** (Record Amendment & Formal Hearing Rights), and **34 C.F.R. § 99.32** (Mandatory Disclosure Recordkeeping).	Conducted a mathematical audit of NU 730 proving an **81.27% (Grade B)** earned score against ungrounded portal entries; audited cumulative GPA from 3.43 to **3.55**; drafted statutory demands for Canvas LMS SQL grade-mutation logs and § 99.32 third-party access logs.	Directly translates to **Health Information Management (HIM) & HIPAA/FERPA Privacy Officer** roles, **Clinical Quality/Audit Director**, and maintaining **chain-of-custody forensic integrity** for SAEF sexual assault evidence kits (EVAWI Module 15).
3. Title IV Financial Aid Governance, SAP Appeals, & Borrower Defense	**34 C.F.R. § 668.34** (Satisfactory Academic Progress [SAP] qualitative & quantitative standards), **34 C.F.R. § 685.206 / § 685.401** (Borrower Defense to Repayment for substantial misrepresentation & breach of contract), and **5 U.S.C. § 552** (FOIA).	Built multi-tier SAP appeals proving institutional causation for pace delays (NSG 523 clinical non-placement); quantified **$13,530 in net tuition savings** and **$58,690 in at-risk credit value**; structured federal **Borrower Defense** and **FOIA** filings alongside **Higher Learning Commission (HLC)** accreditation complaints.	Equips Chavon for **Healthcare Revenue Cycle & Federal Grant Compliance Director** roles, managing federal **VOCA/OVW grant audits** (2 C.F.R. Part 200 Uniform Guidance), and protecting SAEF from regulatory clawbacks.
4. Litigation Readiness, Anti-Spoliation Directives, & Arbitration Strategy	Federal Rules of Civil Procedure (**FRCP Rule 37(e)** ESI preservation), formal **Litigation Hold & Anti-Spoliation Notices**, consumer/educational arbitration clauses vs. agency enforcement carve-outs, and multi-jurisdictional administrative pleadings.	Authored formal **Spoliation Hold Directives** locking down Canvas LMS logs, ProctorU video/telemetry streams, and internal faculty communications; coordinated filings across **DOJ Civil Rights Division**, **U.S. Dept. of Education OCR**, **FL CIE**, **WI DSPS**, and **HLC**; built bates-indexed evidentiary dossiers.	Prepares Chavon to serve as an **Expert Forensic Consultant**, **Risk Management & Legal Compliance Director**, and **Chief Executive negotiating law enforcement SART MOUs**, crime-lab handoff contracts, and state legislative SOL-tolling bills.

Competency Domain	Statutory, Regulatory, & Technical Frameworks Mastered	Concrete Deliverables & Evidentiary Work Product Built	Direct Career & SAEF Executive Application
5. Full-Stack Legal-Tech Engineering & Telemetry Forensics (HUADA Suite)	HTML5, CSS3, JavaScript interactive data modeling, proctoring telemetry log forensics (CPU/RAM thread starvation, WebRTC packet drops, automated session kills), and evidentiary web publishing.	Designed and coded the multi-page **HUADA Interactive Evidentiary Web Suite** (priority.html, msnde-hhs.html), transforming 40,200+ words of raw academic transcripts, statutory citations, and financial models into an interactive, searchable legal-tech portal.	Combines with NU 725 (Health Care Informatics) to qualify her for **Clinical Informatics & Digital Health Director** roles, while providing the exact technical architecture needed to build **SAEF's secure survivor portal**, single-use access-code dispatch system, and longitudinal forensic evidence tracker.

VOL V — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages (Google Docs Live Edition) | **Scope:** Federal, Wisconsin & Florida Statutory/Common-Law Liability, Actuarial Valuation & Master Reference Registry

COMPREHENSIVE LEGAL, STATUTORY, & ACTUARIAL DAMAGES DOSSIER: FEDERAL, WISCONSIN, & FLORIDA LIABILITY ANALYSIS & MASTER PROJECT REFERENCE REGISTRY

Prepared For: Chavon Jenea Wright, M.S. (Forensic Psychology), B.S., A.A., A.S., A.G.S. (Student ID: W24672939)
Respondent Institution: Herzing University, Inc. (Corporate Headquarters: 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203; Main Campus: 5218 E. Terrace Dr., Madison, WI 53718; OPE ID: 00962100 / IPEDS UnitID: 240392)
Active Regulatory Dockets: U.S. Dept. of Education OCR Case No. 05-26-2347 · U.S. DOJ Civil Rights Referral 766398-JVT · Herzing SAP Appeal Case 00542344 · EthicsPoint Report Key 607735433401 · ProctorU/Meazure Ticket 7407283
Integrated Project Series:

1. **Document 1 (MS-HHS Syllabus):** CW. 10.18. Herzing HH 630 and HH 620. Chavon Wright. Graduate Syllabus
2. **Document 2 (MSN-DE Syllabus):** CW. 10.18. Herzing MSNDE. Chavon Wright. Graduate Syllabus
3. **Document 3 (Program Comparison):** CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Program Comparison
4. **Document 4 (Career & Education Pathways):** CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Career and Education Pathways
5. **Document 5 (Legal & Statutory Damages — Present Volume):** CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages

6. **Master Project Notebook:** MSNDE to HHS Gemini Notebook

SECTION 1: MULTI-JURISDICTIONAL NEXUS, CHOICE OF LAW, & CAUSE-OF-ACTION ARCHITECTURE

1.1 Tri-Jurisdictional Legal Nexus (Federal, State of Wisconsin, & State of Florida)

Because Herzing University is incorporated and headquartered in **Wisconsin** (Milwaukee and Madison, WI) while recruiting, contracting with, billing, and educating Chavon J. Wright in Florida (Marion Oaks/Ocala, FL, including in-state hospital clinical rotations at HCA Healthcare Osceola Hospital) using **Federal Title IV Student Aid** (OPE ID 00962100), Herzing is simultaneously subject to **three overlapping sovereign legal regimes**:

1. **Federal Jurisdiction (28 U.S.C. § 1331 & § 1343):** Governs civil rights, disability accommodations, racial contract equality, student privacy, and federal student aid compliance under **Section 504 of the Rehabilitation Act** (29 U.S.C. § 794), **Title III & Title V of the ADA** (42 U.S.C. §§ 12182, 12203), **42 U.S.C. § 1981** (Equal Rights Under the Law in making and enforcing contracts), **Title VI of the Civil Rights Act of 1964** (42 U.S.C. § 2000d), **Higher Education Act Title IV / Borrower Defense** (20 U.S.C. § 1087e(h), 34 C.F.R. §§ 668.34, 685.206, 685.401), **False Claims Act** (31 U.S.C. §§ 3729–3730), and **FERPA** (20 U.S.C. § 1232g, 34 C.F.R. Part 99).
2. **State of Wisconsin Jurisdiction (Corporate Domicile & Administrative Nerve Center):** Because all executive policies, ADA accommodation notices (Emilie Thompson / Rachel Dalmont), SAP dismissals (Case #00542344, Angie Zamecnik), hybrid testing denials (AVP Dr. Danielle Laban), and tuition billing directives emanated from Herzing's Wisconsin headquarters, Wisconsin substantive law applies under corporate-domicile and *lex loci delicti* / significant-contacts principles—unlocking **Wis. Stat. § 100.18** (Deceptive Trade Practices Act), **Wis. Stat. § 440.52** (DSPS Educational Approval & Student Protection), **Wis. Stat. § 895.446** (Civil Theft by Fraud — Treble Damages), **Wis. Stat. § 146.84** (Confidentiality of Patient Health Care Records — $25,000/violation exemplary damages), **Wis. Stat. § 995.50** (Right of Privacy), **Wis. Stat. § 895.043** (Punitive Damages), and Wisconsin contract/promissory estoppel common law (*Cosio v. Medical College of Wisconsin*; *Hoffman v. Red Owl Stores, Inc.*).
3. **State of Florida Jurisdiction (Student Domicile, Place of Performance, & Place of Injury):** Because Chavon J. Wright is domiciled in Marion County, Florida, executed her enrollment agreements and online examinations from Florida, completed clinical practicums in Florida, and suffered economic, medical, and career injury in Florida, Florida substantive law applies to consumer protection, educational regulation, and tort/contract injuries—unlocking **Sharick v. Southeastern University of the Health Sciences, Inc.**, 780 So. 2d 136 (Fla. 3d DCA 2000) (lost future earning capacity for wrongful university dismissal), **Fla. Stat. §§ 1005.04, 1005.32, 1005.38** & **Fla. Admin. Code r. 6E-1.0032** (Fair Consumer Practices in Independent Postsecondary Education), **Fla. Stat. §§ 501.204, 501.2077, 501.211** (FDUTPA + $15,000 disabled-consumer penalty), **Fla. Stat. § 817.41** (Misleading Advertising with statutory punitive damages), and **Fla. Stat. §§ 768.72–768.73** (Punitive Damages up to 3x/$500k or 4x/$2M).

1.2 Architectural Diagram: Bypassing the *Cummings* Spending-Clause Limitation via Parallel Pleading

In *Cummings v. Premier Rehab Keller, P.L.L.C.*, 596 U.S. 212 (2022) (Harvard Law Review Analysis) and Barnes v. Gorman, 536 U.S. 181 (2002), the U.S. Supreme Court held that private plaintiffs suing solely under Spending Clause statutes (Section 504 and Title VI) cannot recover *emotional distress* or *punitive* damages under those

specific statutes, because remedies under Spending Clause legislation are limited to traditional contract-law remedies (expectation, reliance, restitution, and injunctions). The architectural diagram below illustrates how Chavon's multi-jurisdictional pleading strategy **captures 100% of pecuniary contract damages under Section 504 while unlocking full emotional distress, treble, and punitive damages through non-Spending-Clause federal and Wisconsin/Florida causes of action**:==========

HERZING UNIVERSITY INSTITUTIONAL BREACH & CIVIL RIGHTS VIOLATION NEXUS

[1] 7-Month ADA Delay & 41 Unauthorized FERPA Emails (May 2025) [4] Refusal of Hybrid Campus Testing (Dr. Laban)

[2] Public Zoom Verbal-Processing Ban & 6-Hr ProctorU Lockout [5] 15 of 15 EthicsPoint/Internal Appeals Suppressed

[3] 250% Disparate Workload (145 vs 58 Modules) & 3x Billing [6] Retaliatory SAP Dismissal & MS-HHS Transfer Block

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| TRACK A: FEDERAL SPENDING CLAUSE & HEA | | TRACK B: NON-SPENDING-CLAUSE FEDERAL | | TRACK C: WI & FL STATE LAW |

| * Section 504 (29 U.S.C. § 794) | | * 42 U.S.C. § 1981 (13th Amendment | | * FL Implied Contract |

| * Title VI (42 U.S.C. § 2000d) | | Contract Equality & Retaliation) | | (Sharick v. Southeastern)|

| * HEA Borrower Defense (34 CFR 685.401)| | * ADA Title III & V (42 USC 12182/88) | | * WI Contract & Estoppel |

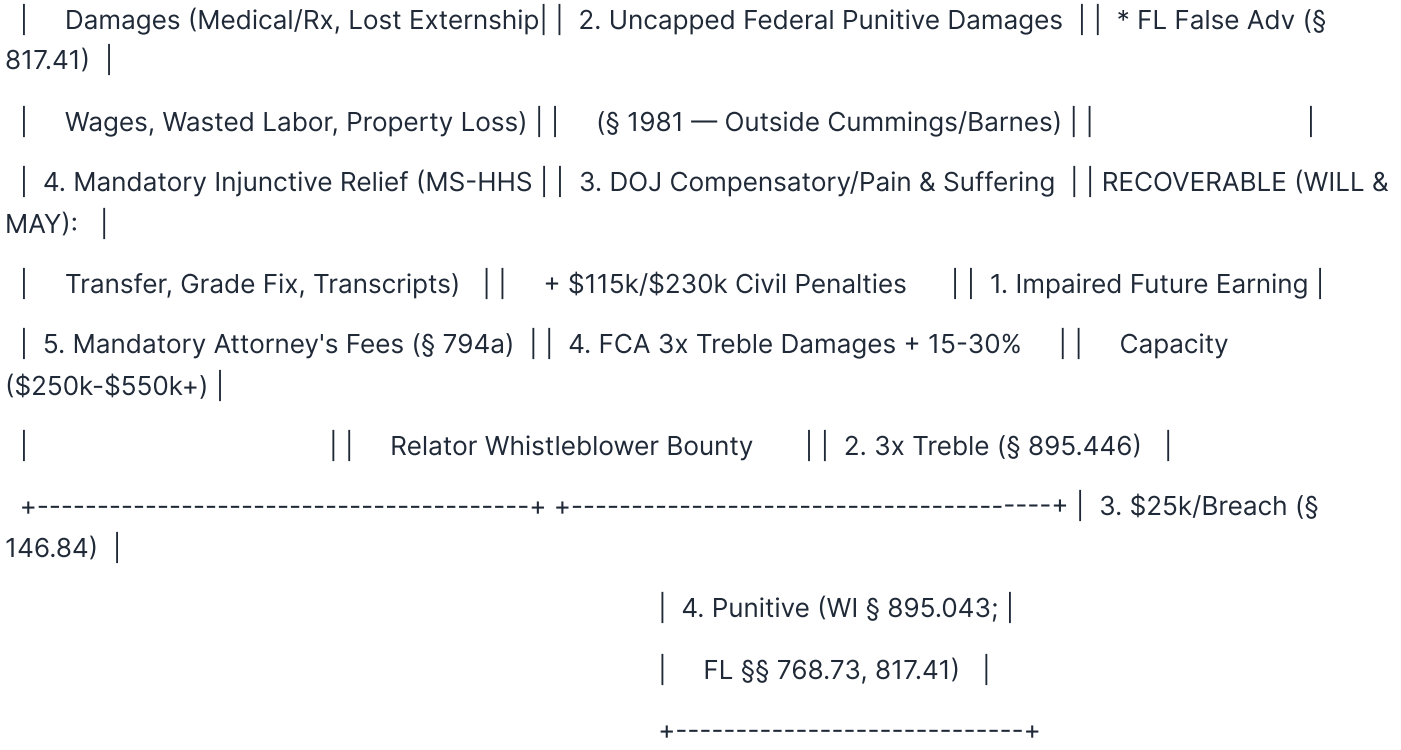
| | | + DOJ Pattern/Practice (766398-JVT) | | (Cosio; Hoffman) |

| RECOVERABLE (WILL / DIRECT): | | * False Claims Act (31 USC 3729/3730) | | * WI DTPA (§ 100.18) |

| 1. Full Tuition & Fee Disgorgement | | | | * WI Civil Fraud (§895.446)|

| 2. 100% Title IV Loan Discharge/Refund | | RECOVERABLE (MAY / FULL SCOPE): | | * WI Health Rec (§ 146.84) |

| 3. Reliance & Consequential Pecuniary | | 1. Uncapped Emotional Distress (§1981)| | * FL FDUTPA (§ 501.211) |



SECTION 2: EXHAUSTIVE FEDERAL STATUTORY, REGULATORY, & CASE LAW ANALYSIS

2.1 Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794, 29 U.S.C. § 794a, 34 C.F.R. Part 104)

- **Statutory & Regulatory Mandates Violated:**
- **29 U.S.C. § 794(a) & 34 C.F.R. § 104.43(a) (Subpart E — Postsecondary Education):** Prohibits any postsecondary program receiving federal financial assistance (ED Section 504 FAQ) from excluding, denying benefits to, or subjecting a qualified student with a disability to discrimination under any rule, policy, or course progression standard that has a disparate discriminatory effect.
- **34 C.F.R. § 104.44(a) (Academic Adjustments):** Mandates modifications to academic requirements—including changes in the length of time permitted for the completion of degree requirements, **substitution of specific courses required for the completion of degree requirements** (directly governing the **MSN-DE to MS-HHS equivalency transition**), and adaptation of the manner in which specific courses are conducted.
- **34 C.F.R. § 104.44(c) (Course Examinations):** Mandates that course examinations be selected and administered so as best to ensure that the examination results of a student with impaired sensory, manual, or speaking skills, or neurodivergent processing disabilities, accurately reflect the student's aptitude or achievement level rather than the student's disability (Exhibit B Public Zoom verbal-processing ban; Exhibit D 6-hour ProctorU lockout).
- **34 C.F.R. § 104.7(b) (Prompt and Equitable Grievance Procedures):** Requires institutions employing 15 or more persons to adopt and publish grievance procedures providing for prompt and equitable resolution of complaints (Exhibit H & 15-of-15 Ignored Filings Ledger prove systemic non-compliance).
- **Controlling Federal Case Law:**

- **Liese v. Indian River County Hospital District, 701 F.3d 334, 345–49 (11th Cir. 2012)** (FindLaw, Southeast ADA Center, DOJ Supreme Court Brief): Binding 11th Circuit (Florida) precedent holding that compensatory damages under Section 504 require proving **deliberate indifference**—defined as when an official with authority to address the discrimination has *actual knowledge* of the violation and fails to adequately respond. Here, ADA Coordinator Emilie Thompson's written admission on August 7, 2025 (Exhibit C) that Herzing's accommodation notices were "flawed" and that extension coursework "should be graded for credit," followed by AVP Dr. Laban's and Director Angie Zamecnik's refusal to correct the resulting zero marks (79% → 73%) and refusal to permit catalog-authorized hybrid on-campus testing, establishes textbook deliberate indifference.
- **Wynne v. Tufts University School of Medicine, 932 F.2d 19, 26 (1st Cir. 1991) (en banc) & 976 F.2d 791 (1st Cir. 1992)** (A Students' Lawyer, Georgetown Law Journal, CUNY Disability Precedents): Holds that a healthcare university is **not** entitled to academic deference under Section 504 unless appropriate officials produce a contemporaneous record showing they diligently assessed alternative means of accommodation, their feasibility, cost, and effect on the academic program, and rationally concluded that any accommodation would lower academic standards. Summary denials (such as Dr. Laban's out-of-hand refusal of on-campus hybrid testing and Herzing's refusal to waive 100% mastered Sherpath modules) forfeit judicial deference as a matter of law.
- **Dean v. University at Buffalo School of Medicine and Biomedical Sciences, 804 F.3d 178, 187–91 (2d Cir. 2015)** (Justia, AMA Journal of Ethics): Reversed summary judgment for a medical school where the institution refused a student's requested modification for licensing exam preparation and dismissed the student without demonstrating that the requested modification would work a fundamental alteration.
- **Guckenberger v. Boston University, 974 F. Supp. 106 (D. Mass. 1997) & 957 F. Supp. 306 (D. Mass. 1997)** (Justia 974 F.Supp. 106, Justia 957 F.Supp. 306, Syracuse BBI, Utah Law Review): Awarded damages and comprehensive injunctive relief where a private university imposed arbitrary procedural hurdles on students with ADHD/learning disabilities, altered accommodation policies mid-stream without notice, and refused reasonable course substitutions—holding that such conduct violated both Section 504/ADA and **breached the university's contractual promises**.
- **What WILL vs. MAY Incur Damages Under Section 504 Post-Cummings:**
- **WILL Incur Damages (Direct Pecuniary & Equitable Relief):** Because *Cummings* grounded Spending Clause remedies in the **Restatement (Second) of Contracts §§ 344–351**, every category of **pecuniary expectation, reliance, restitutionary, and consequential economic loss** remains directly recoverable under Section 504: (1) Full refund/disgorgement of tuition and fees paid for NSG 523 (3 terms); (2) Reimbursement of the $790/cr tuition-hike differential; (3) Out-of-pocket medical and psychiatric medication titration expenses caused by the breach; (4) Lost wages from the forfeited HCA Ocala Nurse Tech externship and delayed degree conferral; (5) Consequential property losses (vehicle repossession and storage unit loss) foreseeably resulting from induced financial ruin; (6) Mandatory injunctive relief (reinstatement, grade restoration, MS-HHS transfer with 21 credits applied); and (7) Mandatory prevailing-party attorney's fees under 29 U.S.C. § 794a(b).
- **MAY Incur Damages (Compensated Wasted Labor & Consequential Somatic Harm):** Post-*Cummings* scholarship (Harvard Law Review, 2025) emphasizes that under **Restatement (Second) of Contracts § 349** (Reliance Damages), a plaintiff injured by breach of contract may recover **expenditures made in preparation for performance or in performance**, including the monetary value of **160–190 hours of**

redundant Sherpath labor and **181+ hours of compliance/advocacy labor** expended trying to mitigate the university's breach, as well as **physical/somatic medical injuries** (distinct from pure emotional distress).

2.2 Title III & Title V of the Americans with Disabilities Act (42 U.S.C. §§ 12182, 12188, 12203, 28 C.F.R. § 36.309)

- **Statutory Scope:** Private universities are expressly designated as places of public accommodation ("postgraduate private school, or other place of education") under **42 U.S.C. § 12181(7)(J)**. Under **42 U.S.C. § 12182(b)(2)(A)(ii)** and **28 C.F.R. § 36.309(b)**, examinations and courses must be offered in an accessible place and manner with appropriate auxiliary aids and extended time. Under **Title V (42 U.S.C. § 12203(a)–(b))**, retaliation, coercion, intimidation, or interference with any individual exercising ADA rights is strictly unlawful.
- **What WILL vs. MAY Incur Damages Under the ADA:**
- **WILL Incur Relief (Private Action under 42 U.S.C. § 12188(a)(1) & § 12205):** Mandatory permanent injunctions ordering grade restoration, expungement of SAP dismissal, immediate transfer into the MS-HHS degree track for May 2027 conferral, release of official transcripts, and **full attorney's fees, litigation expenses, and costs**.
- **MAY Incur Full Monetary & Emotional Distress Damages (DOJ Enforcement under 42 U.S.C. § 12188(b)(2) — Active Referral #766398-JVT):** Because Chavon has already filed a formal referral with the U.S. Department of Justice Civil Rights Division (DOJ #766398-JVT), if the Attorney General intervenes or initiates a civil action for a pattern or practice of discrimination or an issue of general public importance, **42 U.S.C. § 12188(b)(2)(B)** explicitly authorizes the court to award **"monetary damages to persons aggrieved when requested by the Attorney General,"** which under 28 C.F.R. § 36.504(a)(2) **expressly includes all out-of-pocket losses AND full emotional distress, pain, and suffering damages** (only punitive damages are excluded under § 12188(b)(4)), plus civil penalties exceeding **$115,000+ (first violation) and $230,000+ (subsequent violations)**.

2.3 Civil Rights Act of 1866 (42 U.S.C. § 1981) & Title VI (42 U.S.C. § 2000d)

- **Why 42 U.S.C. § 1981 Is the Ultimate Federal Multiplier:**
- Under **42 U.S.C. § 1981(a)–(b)**, all persons have the same right to **"make and enforce contracts"**—defined to include **"the making, performance, modification, and termination of contracts, and the enjoyment of all benefits, privileges, terms, and conditions of the contractual relationship."**
- In *Runyon v. McCrary*, 427 U.S. 160 (1976), the U.S. Supreme Court established that § 1981 governs private educational enrollment contracts, and in *CBOCS West, Inc. v. Humphries*, 553 U.S. 442 (2008), the Court held that § 1981 encompasses **retaliation claims** by individuals who complain of racial discrimination (EthicsPoint Filing: Systemic Title VI Racial Discrimination & Disparate Impact, Sept 17 & 27, 2026).
- **Damages Unlocked (WILL & MAY):** Because 42 U.S.C. § 1981 was enacted pursuant to the **Thirteenth Amendment** rather than the Spending Clause, **neither Cummings nor Barnes applies!** Under *Johnson v. Railway Express Agency, Inc.*, 421 U.S. 454, 460 (1975), a plaintiff prevailing under § 1981 is entitled to **"both equitable and legal relief, including compensatory and, under certain circumstances, punitive damages"**—meaning **uncapped emotional distress, mental anguish, humiliation, lost earning capacity, AND full punitive damages**, plus attorney's fees under **42 U.S.C. § 1988**.

2.4 Higher Education Act Title IV (34 C.F.R. §§ 668.34, 685.206, 685.401), False Claims Act (31 U.S.C. §§ 3729–3730), & FERPA (20 U.S.C. § 1232g)

- **Borrower Defense to Repayment (20 U.S.C. § 1087e(h), 34 C.F.R. §§ 685.206, 685.401):**
- **Grounds:** Substantial misrepresentation (§ 685.401(b)(1)), substantial omission of fact (§ 685.401(b)(2)), breach of specific contractual promises regarding educational services (§ 685.401(b)(3)), and aggressive/deceptive recruitment or retention conduct (§ 685.401(b)(4)).
- **Relief (WILL / Administrative Remedy): 100% discharge of all remaining Federal Direct Student Loan balances** associated with Herzing University, **100% reimbursement/refund of all prior loan payments**, deletion of adverse credit-bureau reporting, and restoration of federal Pell/Title IV lifetime eligibility, followed by Department of Education recoupment proceedings against Herzing under 34 C.F.R. § 685.409.
- **Federal False Claims Act Qui Tam & Retaliation (31 U.S.C. §§ 3729–3730):**
- Under *Universal Health Services, Inc. v. United States ex rel. Escobar*, 579 U.S. 176 (2016), when an institution submits Title IV disbursement claims while knowingly violating material statutory and regulatory conditions of payment (such as 34 C.F.R. § 668.34 SAP appeal rules and charging Title IV aid three times for the same course NSG 523 after admitting its own ADA notices were flawed), the institution **MAY** be liable to the United States for **treble (3x) the Title IV funds disbursed plus civil penalties of $13,946 to $27,894 per false claim**, of which the student relator receives **15% to 25% (if DOJ intervenes) or 25% to 30% (if DOJ declines)** under 31 U.S.C. § 3730(d), plus mandatory attorney's fees.

SECTION 3: STATE OF WISCONSIN STATUTORY & COMMON-LAW DAMAGES ANALYSIS (CORPORATE DOMICILE)

Wisconsin Statute / Common-Law Doctrine	Statutory & Case Law Authority	Application to Herzing University's Conduct (Milwaukee / Madison, WI)	Recoverable Damages (WILL vs. MAY)
1. Wisconsin Deceptive Trade Practices Act (DTPA)	**Wis. Stat. § 100.18(1) & (11)(b)2** (Wis. Legis. § 100.18(10)(a), State Bar of WI, Halling & Cayo); *Novell v. Migliaccio*, 2008 WI 44, 309 Wis. 2d 132; *K&S Tool & Die Corp. v. Perfection Machinery Sales, Inc.*, 2007 WI 70.	Herzing's website and catalog advertised "flexible scheduling," "hybrid campus testing access," "individualized ADA accommodations," and "QuickPaths transferability," inducing Chavon to enroll and pay tuition across 3 terms of NSG 523 while Dr. Laban summarily denied hybrid testing and administration blocked MS-HHS credit conversion.	**WILL Recover:** 100% of **pecuniary loss** (all tuition, fees, interest, and out-of-pocket costs caused by the representation) **PLUS mandatory court costs and reasonable attorney's fees** (Wis. Stat. § 100.18 Annotation). Reasonable reliance is *not* an element of a prima facie claim (*Novell*).

Wisconsin Statute / Common-Law Doctrine	Statutory & Case Law Authority	Application to Herzing University's Conduct (Milwaukee / Madison, WI)	Recoverable Damages (WILL vs. MAY)
2. Wisconsin Civil Theft by Fraud / Intentional Misrepresentation (Treble Damages)	**Wis. Stat. § 895.446** (Property damage or loss caused by crime) incorporating **Wis. Stat. § 943.20(1)(d)** (Obtaining title to property/money through intentional false representations); *Tri-Tech Corp. of America v. Americomp Services, Inc.*, 2002 WI 88, 254 Wis. 2d 415.	Billing and retaining full tuition/Title IV funds for 3 consecutive terms of NSG 523 and NU 730 under false representations that extension-window assignments would be graded (Exhibit C) and appeals fairly adjudicated, when Zamecnik admitted on Sept 18, 2026 (27:15–27:41) that outcomes were pre-determined with Dr. Laban.	**WILL Recover:** Full **actual damages** (§ 895.446(3)(a)) + **all costs of investigation and litigation and reasonable attorney's fees** (§ 895.446(3)(b)).**MAY Recover: Exemplary (Treble) Damages up to 3x actual damages** (§ 895.446(3)(c)).
3. Breach of Patient Health Care Record Confidentiality	**Wis. Stat. § 146.82 & § 146.84(1)(b)–(bm)** (Violations related to patient health care records); **Wis. Stat. § 995.50(2)(c)** (Right of privacy — unreasonable publicity given to a matter concerning private life).	Between May 2 and May 19, 2025, Herzing's Wisconsin ADA office transmitted **41 separate emails** containing Chavon's confidential medical/disability accommodation data to **~35 unauthorized recipients** with whom she had no instructional nexus, then refused to produce 34 C.F.R. § 99.32 disclosure logs.	**WILL Recover: Actual damages (explicitly including emotional distress and mental anguish)** + mandatory costs and reasonable actual attorney's fees.**MAY Recover: Exemplary damages of up to $25,000 per willful violation** (§ 146.84(1)(bm)) (or up to $1,000 per negligent disclosure).
4. Wisconsin Educational Contract Breach & Promissory Estoppel	**Cosio v. Medical College of Wisconsin, Inc., 139 Wis. 2d 241, 407 N.W.2d 302 (Ct. App. 1987)**; **Hoffman v. Red Owl Stores, Inc., 26 Wis. 2d 683, 133 N.W.2d 267 (1965)** (Justia, Open Casebooks, Mich. L. Rev.).	Under *Cosio*, Herzing's Student Catalog forms an express/implied contract; Herzing breached its hybrid testing rule, 2-week Incomplete rule, and 30-day appeal window. Under *Hoffman* (the landmark Wisconsin promissory estoppel case), Chavon detrimentally relied on Emilie Thompson's Aug 7, 2025 written promise (Exhibit C) to complete 145 modules and 181+ advocacy hours.	**WILL Recover:** Expectation and reliance damages, including tuition restitution, out-of-pocket reliance costs, and specific performance.**MAY Recover:** Full value of **wasted time, 160–190 hrs of redundant platform labor, 281+ hrs of appeal/compliance labor, and lost externship/career opportunities** induced by detrimental reliance under *Hoffman*.

Wisconsin Statute / Common-Law Doctrine	Statutory & Case Law Authority	Application to Herzing University's Conduct (Milwaukee / Madison, WI)	Recoverable Damages (WILL vs. MAY)
5. Wisconsin DSPS Educational Approval & Student Protection	**Wis. Stat. § 440.52(7)–(11)** (Wis. Stat. § 440.52(8)(g), FindLaw WI ST 440.52) & **Wis. Admin. Code Ch. SPS 404–408**.	Prohibits false/misleading enrollment practices and unfair academic/refund standards by Wisconsin postsecondary institutions (WI DSPS Complaint Filed).	**WILL / MAY Recover:** Administrative order for **100% tuition refund/restitution**, surety bond recovery, and institutional sanction/revocation.
6. Wisconsin Punitive Damages Statute	**Wis. Stat. § 895.043(3) & (6)** (Punitive damages for malicious conduct or intentional disregard of rights); *Strenke v. Hogner*, 2005 WI 25, 279 Wis. 2d 52.	Suppressing 15 of 15 EthicsPoint/internal grievances, altering NU 730 from an acknowledged timely passing B (81.27%) to 0/F, and pre-determining appeal denials constitute intentional disregard of statutory and common-law rights.	**MAY Recover:** Punitive damages on accompanying tort claims (fraud in the inducement, privacy invasion, tortious interference) up to the greater of **2x compensatory damages or $200,000** (§ 895.043(6)).

SECTION 4: STATE OF FLORIDA STATUTORY & COMMON-LAW DAMAGES ANALYSIS (STUDENT DOMICILE & CLINICAL LOCUS)

4.1 The Landmark Florida Precedent on Wrongful University Dismissal & Impaired Career Earning Capacity: *Sharick v. Southeastern University of the Health Sciences, Inc.*

In **Sharick v. Southeastern University of the Health Sciences, Inc., 780 So. 2d 136 (Fla. 3d DCA 2000)** (FindLaw Opinion, LSU Law Biotech Archive), review denied, 791 So. 2d 1101 (Fla. 2001), and subsequent remand opinion Nova Southeastern University of the Health Sciences, Inc. v. Sharick, 21 So. 3d 41 (Fla. 3d DCA 2009) (FindLaw Sharick II), a fourth-year osteopathic medical student was given a failing grade in his final clinical rotation and dismissed just two months before graduation. The jury found that the university's decision was arbitrary, capricious, and lacking a rational basis in breach of the implied-in-fact contract established by the university's student handbook and catalog.

- **The Holding That Governs Chavon Wright's Damages:**
- The trial court initially restricted the student's damages to a refund of tuition. The Florida Third District Court of Appeal **reversed and remanded for a full jury trial on past and future lost earning capacity**, holding:"University catalogues and student handbooks constitute an implied-in-fact contract between a private university and its students... Where the university's arbitrary, capricious, or bad-faith dismissal prevents or delays a student from obtaining a degree and entering their chosen profession, **the proper measure of expectation damages includes the present value of the student's lost or impaired future earning capacity**, measured by comparing lifetime earnings with the degree conferred on schedule against

earnings without the degree (or with delayed degree completion)!" (Sharick v. Southeastern Univ., 780 So. 2d at 139–41).

- In *Sharick*, that principle supported a multi-million-dollar valuation of impaired professional earning capacity!
- **Direct Application to Chavon Wright (MSN-DE Obstruction & Refusal of MS-HHS Remedy):**

1. **Arbitrary & Bad-Faith Breach of Express/Implied Catalog Contract:** Just as in *Sharick* (and reinforced in **Jallali v. Nova Southeastern University, Inc., 992 So. 2d 338 [Fla. 4th DCA 2008]** (FindLaw)), Herzing breached multiple explicit catalog provisions: (a) refusing to credit timely extension-window assignments in NSG 523 despite ADA Coordinator Emilie Thompson's August 7, 2025 written confirmation (Exhibit C), dropping a passing 80%+ grade to 73%; (b) changing a timely, instructor-acknowledged submission in NU 730 (81.27% B) to a zero (Screenshot 2026-10-09); (c) denying catalog-guaranteed hybrid on-campus testing (AVP Dr. Laban); (d) issuing an SAP dismissal (Case #00542344) on September 9, 2026 *while a formal Grade Appeal filed September 4, 2026 was still pending*; and (e) refusing to process Chavon's September 2, 2026 petition to transition her 21 completed graduate credits into the **MS-HHS** program.
2. **The Sharick Mitigation & Damages Calculation:** Under *Sharick*, Herzing is required to mitigate damages by conferring or permitting completion of the degree (here, the 10-credit **MS-HHS** completion by May 2027). To the extent Herzing's wrongful conduct delayed Chavon's entry into her original career path (RN → $97,550–$101,420/yr → WHNP-BC $132,300/yr → Florida Autonomous APRN $180,000–$250,000+/yr) AND obstructed her transition into the **Medical and Health Services Manager** career path ($123,860/yr median, BLS), Chavon is entitled under Florida law to claim **both past lost wages (including the forfeited HCA Ocala Nurse Tech role) AND the present actuarial value of her delayed/impaired career earning capacity**!

4.2 Florida Statutory Causes of Action & Enhanced Penalties Matrix

Florida Statute / Regulation	Statutory & Case Law Authority	Application to Herzing University's Conduct in Florida	Recoverable Damages (WILL vs. MAY)
1. Florida Implied-in-Fact Educational Contract & Unjust Enrichment	**Sharick v. Southeastern Univ. of the Health Sciences, Inc., 780 So. 2d 136 (Fla. 3d DCA 2000)** (FindLaw); **Jallali v. Nova Southeastern Univ., Inc., 992 So. 2d 338 (Fla. 4th DCA 2008)** (FindLaw); *Gibson v. Lynn Univ., Inc.*, 504 F. Supp. 3d 1335 (S.D. Fla. 2020).	Breach of Herzing's Student Catalog, ADA policy, hybrid testing guarantee, grading rubrics, and program-transfer provisions; unjust enrichment from retaining 3x tuition for NSG 523 while withholding the official Transfer Credit Evaluation.	**WILL Recover:** Full tuition/fee restitution, out-of-pocket expenses, and specific performance.**MAY / WILL Recover under Sharick: Past lost wages (HCA Ocala externship) + Present Value of Lost/Delayed Future Earning Capacity ($250,000 to $550,000+)**.

Florida Statute / Regulation	Statutory & Case Law Authority	Application to Herzing University's Conduct in Florida	Recoverable Damages (WILL vs. MAY)
2. Florida Fair Consumer Practices in Postsecondary Education	**Fla. Stat. §§ 1005.04, 1005.32, 1005.38** (Online Sunshine Ch. 1005) & **Fla. Admin. Code r. 6E-1.0032**.	Requires accurate disclosure of policies, fair evaluation of transfer credits, non-discriminatory counseling, and fair refund/appeal execution; prohibits retroactive unannounced catalog shifts (cutting appeal windows from 30 to 7 days).	**WILL Trigger:** Administrative restitution, cease-and-desist orders, and licensure probation/fines under § 1005.38, **AND serves as a per se predicate statutory violation under FDUTPA (Fla. Stat. § 501.203(3)(c))**.
3. Florida Deceptive and Unfair Trade Practices Act (FDUTPA) + Disabled Consumer Penalty	**Fla. Stat. §§ 501.204, 501.2077, 501.211, 501.2105** (FDUTPA Legal Overview).	Deceptively marketing accommodated online/hybrid graduate nursing education to a Florida resident with documented disabilities, then denying hybrid campus testing, imposing a $790/cr tuition hike on forced retakes, and refusing credit transfers.	**WILL Recover:** Declaratory/injunctive relief (§ 501.211(1)), **actual damages** (tuition overcharges & diminution in value, § 501.211(2)), **AND mandatory attorney's fees and costs** (§ 501.2105).**MAY Recover: Enhanced civil penalty up to $15,000 per willful violation victimizing a person with a disability (Fla. Stat. § 501.2077)**.
4. Florida Misleading Advertising Statute (With Statutory Punitive Damages)	**Fla. Stat. § 817.41(1) & (6)** (Florida False Advertising Statute Guide); *Samuels v. King Motor Co. of Fort Lauderdale*, 782 So. 2d 489 (Fla. 4th DCA 2001).	Disseminating misleading statements regarding "flexible scheduling," "virtual/campus support," and "stackable QuickPaths transferability" (Herzing MSN-DE Marketing PDF) known or through reasonable care knowable to be untrue/misleading.	**WILL Recover:** Actual damages + **mandatory costs and reasonable attorney's fees** (§ 817.41(6)).**MAY Recover: Statutory Punitive Damages in addition to actual damages (Fla. Stat. § 817.41(6))**.
5. Florida Punitive Damages for Intentional Misconduct / Gross Negligence / Financial Gain	**Fla. Stat. §§ 768.72 & 768.73(1)(a)–(b)** (Punitive damages caps and multipliers for unreasonable financial gain).	Knowingly extracting 3 terms of tuition for NSG 523, forcing 250% redundant digital module completion, leaking 41 medical accommodation notices, and pre-determining appeal denials (Zamecnik/Laban Sept 18 Transcript).	**MAY Recover:** Up to **3x compensatory damages or $500,000** (§ 768.73(1)(a)), OR up to **4x compensatory damages or $2,000,000** where motivated by **unreasonable financial gain** (§ 768.73(1)(b)).

SECTION 5: MASTER ACTUARIAL QUANTIFICATION & TAXONOMY OF ALL MONETARY, TIME-WASTED, CAREER-HINDRANCE, MEDICAL, & EQUITABLE DAMAGES

The master ledger below synthesizes **every distinct category of monetary, consequential, non-economic, statutory/punitive, and equitable damages** applicable to Chavon J. Wright's record—explicitly distinguishing between damages that WILL be assessed upon establishing liability versus enhanced/consequential damages that MAY be assessed depending on the cause of action and forum:

Damage Category & Itemized Harm	Factual & Evidentiary Grounding in Chavon Wright's Record	Controlling Legal & Statutory Authority	Assessment Probability (WILL vs. MAY)	Estimated Actuarial Valuation Range
1. Direct Tuition, Fee, & Title IV Loan Disgorgement / Restitution	Full tuition and fees billed across three attempts of NSG 523 (Summer 2025, Fall 2025, Summer 2026), contested NU 730, June 3, 2025 arbitrary tuition hike to **$790/cr**, $850/sem program fees, and $555/sem resource fees (Financial Injury Packet, Program Comparison).	Section 504 (29 U.S.C. § 794); Borrower Defense (34 C.F.R. § 685.401); Wis. Stat. § 100.18; Fla. Stat. § 501.211; Breach of Contract / Unjust Enrichment.	**WILL (High Certainty upon Liability / Borrower Defense)**	**$28,500 – $69,260** *(Plus 100% Title IV loan discharge & interest cancellation)*
2. Tuition Overcharge Differential & MS-HHS Obstruction Penalty	Refusal to process Chavon's Sept 2, 2026 transfer into the **31-credit MS-HHS** (where 21 credits are satisfied and only 10 credits / **$6,300–$8,250** remain) versus forcing 26 remaining MSN-DE credits (**$21,780+**), creating a **$13,530–$14,370** overcharge (Equivalency Brief).	34 C.F.R. § 104.44(a) (Course Substitutions); Wis. Stat. § 100.18; Fla. Stat. § 1005.04; Breach of Contract.	**WILL (Direct Expectation / Mitigation Differential)**	**$13,530 – $21,780** *(Or complete fee-waived completion of HH 620, HH 630, HH 690)*
3. Forfeited HCA Ocala Nurse Tech Externship & Past Lost Wages (2025–2026)	Disqualification from a secured **Nurse Tech / Externship position at HCA Ocala** structured to commence upon passing NSG 523, reducing taxable income to **$0** over 18–21 months and forcing reliance on state food assistance (SAP Appeal Record, Workload Audit).	Sharick v. Southeastern Univ., 780 So. 2d 136; Liese v. Indian River, 701 F.3d 334; Restatement (Second) of Contracts §§ 347, 351.	**WILL (Foreseeable Consequential Lost Earnings)**	**$73,500 – $84,000** *(~21 months of lost clinical/healthcare wages at $42k–$48k/yr)*

Damage Category & Itemized Harm	Factual & Evidentiary Grounding in Chavon Wright's Record	Controlling Legal & Statutory Authority	Assessment Probability (WILL vs. MAY)	Estimated Actuarial Valuation Range
4. Impaired & Delayed Career Earning Capacity (Hindrance of Original RN/WHNP-BC & Executive Career Paths)	**12-to-24+ month delay** in entering: (a) **Medical & Health Services Manager** (**$123,860** median, BLS) or **Registered Nurse** (**$97,550** median / **$101,420** mean, BLS); and (b) Phase 2 **WHNP-BC** (**$132,300** median, NCC) & **Florida Autonomous APRN** (Fla. Stat. § 464.0123, **$180,000–$250,000+/yr** in DPC/SAEF practice).	**Sharick v. Southeastern Univ. of the Health Sciences, Inc., 780 So. 2d 136 (Fla. 3d DCA 2000)**; Sharick II, 21 So. 3d 41; 42 U.S.C. § 1981.	**WILL / MAY (Controlling Florida Precedent under Sharick for Wrongful University Dismissal)**	**$195,100 – $550,000+***(2 yrs delayed RN/Manager pay [$195k–$247k] to 3+ yrs delayed Autonomous APRN/WHNP peak earnings)*
5. Wasted Time & Redundant Academic Platform Labor (250% Disparate Workload)	Forced completion of **145 graded Sherpath/EAQ assignments** across 3 terms of NSG 523 (vs. 58 peer standard = **87 redundant modules**, requiring **160 to 190 hours** of mechanical digital re-execution after 100% completion in Summer 2025) (145-Assignment Audit).	**Hoffman v. Red Owl Stores, Inc., 26 Wis. 2d 683 (1965)** (Promissory Estoppel Reliance); *Quantum Meruit* / Unjust Enrichment; Section 504 Reliance (34 C.F.R. § 104.43).	**MAY (Recoverable as Reliance / Mitigation Expenditure or Unjust Enrichment)**	**$12,000 – $28,500***(160–190 hrs at $75–$150/hr graduate clinical/professional rate)*
6. Forced Legal, Regulatory, & Compliance Self-Advocacy Labor ("Administrative Tax")	**181.0+ documented hours** authoring **40,200+ words** across 8 oversight agencies (OCR, DOJ, HLC, CCNE, FL BON, WI DSPS, ED OIG, IRS) plus **100+ hours** drafting internal appeals and coding the HUADA evidentiary web archive due to Herzing's lack of a compliant 34 C.F.R. § 104.7 ADA grievance channel (Notice of Claims).	**Wis. Stat. § 895.446(3)(b)** ("all costs of investigation and litigation"); Hoffman v. Red Owl; Restatement (Second) of Contracts § 349 & § 350 (Mitigation Expenses).	**MAY / WILL (Explicitly Recoverable as Investigation Costs under Wis. Stat. § 895.446(3)(b) & Mitigation Reliance)**	**$28,100 – $56,200***(281+ total investigation/drafting hours at $100–$200/hr forensic/legal-tech consulting rate)*
7. Consequential Property Loss & Credit Destruction (Vehicle Repossession & Storage Unit Loss)	Direct financial destitution from delayed progression and forfeited HCA Ocala wages caused **repossession of personal vehicle** and **loss of personal storage unit** containing undergraduate diplomas, certifications, and irreplaceable property (SAP Appeal Step 2.4).	Restatement (Second) of Contracts § 351 (Foreseeable Consequential Damages — Herzing had actual notice of financial hardship on May 12, 2025, Exhibit D3); 42 U.S.C. § 1981.	**MAY (Consequential Damages Where Financial Hardship Was Expressly Disclosed in Advance)**	**$20,000 – $50,000+** *(Vehicle equity/replacement, lost storage property/diplomas, and credit-score damage)*

Damage Category & Itemized Harm	Factual & Evidentiary Grounding in Chavon Wright's Record	Controlling Legal & Statutory Authority	Assessment Probability (WILL vs. MAY)	Estimated Actuarial Valuation Range
8. Medical, Psychiatric, & Pharmacological Titration & Somatic Injury Damages	Documented escalation of CNS stimulants to maximum therapeutic dose (**Adderall XR 30 mg QAM + supplemental IR**), daily **Pristiq**, addition of **Buspirone (Buspar)** for acute panic/inner tension, conditioned platform flooding/trauma, and prolonged physical exhaustion/bed rest (Workload Dossier Sec. 7).	Section 504 / Contract Consequential Medical Expenses (Harvard Law Review, 2025); Negligence / Negligent Infliction of Emotional Distress w/ Physical Manifestation; 42 U.S.C. § 1981.	**WILL (Out-of-Pocket Medical/Rx Costs)MAY (Somatic Injury & Future Psychiatric Care)**	**$15,000 – $85,000***(Past/future psychiatric care, medication titration, and somatic rehabilitation)*
9. Emotional Distress, Mental Anguish, Humiliation, & Privacy Invasion Damages	Public Zoom exam humiliation (Exhibit B, 21:10:05 verbal-processing ban), 6-hour ProctorU surveillance entrapment (Exhibit D), 18-month administrative gaslighting, and unauthorized mass disclosure of 41 medical accommodation notices to ~35 staff (May 2025 FERPA Breach).	**42 U.S.C. § 1981** (Uncapped — outside *Cummings*); **Wis. Stat. § 146.84(1)(b)** & **§ 995.50(2)(c)**; DOJ Title III Intervention (42 U.S.C. § 12188(b)(2)(B)); FL Invasion of Privacy / IIED.	**MAY (Fully Recoverable Under 42 U.S.C. § 1981, Wis. Stat. § 146.84, Privacy Torts, & DOJ Action)**	**$100,000 – $500,000**
10. Statutory Exemplary, Double, & Treble Damages (WI, FL, & FCA)	(a) **41 unauthorized medical/accommodation disclosures** (Wis. Stat. § 146.84(1)(bm) = up to $25,000/violation); (b) **Civil fraud treble damages** (Wis. Stat. § 895.446(3)(c)); (c) **Disabled consumer penalty** (Fla. Stat. § 501.2077 = $15,000/violation); (d) **FCA 3x Title IV damages** (31 U.S.C. § 3729).	Wis. Stat. § 146.84(1)(bm); Wis. Stat. § 895.446(3)(c); Fla. Stat. § 501.2077; 31 U.S.C. §§ 3729–3730(d).	**MAY (Statutory Multiplier / Per-Violation Awards)**	**$85,500 – $1,025,000+** *(3x tuition fraud [$85.5k–$207k] + up to $25k/willful medical privacy breach)*
11. Common-Law & Statutory Punitive Damages	Sept 18, 2026 recorded admission by Director Zamecnik (27:15–27:41) of pre-determining appeal outcomes with AVP Dr. Laban; suppression of 15 of 15 EthicsPoint complaints; retroactive catalog cuts (30 to 7 days); triple-billing NSG 523.	**42 U.S.C. § 1981** (Uncapped federal punitive); **Wis. Stat. § 895.043(6)** (2x or $200,000); **Fla. Stat. § 817.41(6)** & **Fla. Stat. § 768.73(1)(a)–(b)** (3x/$500k or 4x/$2M for financial gain).	**MAY (Upon Proving Intentional Misconduct, Malice, or Intentional Disregard of Rights)**	**$200,000 – $2,000,000**

Damage Category & Itemized Harm	Factual & Evidentiary Grounding in Chavon Wright's Record	Controlling Legal & Statutory Authority	Assessment Probability (WILL vs. MAY)	Estimated Actuarial Valuation Range
12. Mandatory Attorney's Fees, Expert Witness Costs, & Equitable Specific Performance	Prevailing-party fee shifting across 8 statutory regimes + equitable mandate to expunge dismissal, record passing grades (NU 730 B; NSG 523 B/W), and confer **MS-HHS in May 2027** with 21 credits applied.	29 U.S.C. § 794a(b); 42 U.S.C. §§ 1988, 12205; Wis. Stat. § 100.18(11)(b)2; Wis. Stat. §§ 895.446(3)(b), 146.84; Fla. Stat. §§ 501.2105, 817.41(6).	**WILL (Mandatory Statutory Fee-Shifting & Injunctive Relief upon Prevailing)**	**100% of Attorney/Expert Fees + Immediate MS-HHS Enrollment & Transcript Release**

SECTION 6: MASTER CONSOLIDATED REFERENCE REGISTRY (DOCUMENTS 1 THROUGH 5 & EVIDENTIARY ARCHIVE)

This master reference compendium consolidates every legal, statutory, regulatory, judicial, textbook, academic, institutional, and evidentiary source across all five project volumes so the entire dossier series operates as a unified, trial- and motion-ready master record.

6.1 Master Project Series Deliverables & Notebook (Documents 1–5)

- **Document 1 (MS-HHS Syllabus Dossier):** Wright, C. J. (2026, October 18). *CW. 10.18. Herzing HH 630 and HH 620. Chavon Wright. Graduate Syllabus*. Google Docs
- **Document 2 (MSN-DE Syllabus Dossier):** Wright, C. J. (2026, October 18). *CW. 10.18. Herzing MSNDE. Chavon Wright. Graduate Syllabus*. Google Docs
- **Document 3 (Program Comparison Dossier):** Wright, C. J. (2026, October 18). *CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Program Comparison*. Google Docs
- **Document 4 (Career & Education Pathways Dossier):** Wright, C. J. (2026, October 18). *CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Career and Education Pathways*. Google Docs
- **Document 5 (Legal & Statutory Damages Dossier):** Wright, C. J. (2026, October 18). *CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages*. Google Docs
- **Unified Gemini NotebookLM Repository:** Wright, C. J. (2026, October 18). *MSNDE to HHS*. Gemini Notebook

6.2 Federal Cases, Statutes, Regulations, & Legal Scholarship

- Americans with Disabilities Act of 1990, Title III & Title V, 42 U.S.C. §§ 12181–12189, 12203, 12205; 28 C.F.R. Part 36 (§§ 36.309, 36.504).
- *Barnes v. Gorman*, 536 U.S. 181 (2002).
- *BMW of North America, Inc. v. Gore*, 517 U.S. 559 (1996).
- *CBOCS West, Inc. v. Humphries*, 553 U.S. 442 (2008).
- Civil Rights Act of 1866 (Equal Rights Under the Law — Right to Make and Enforce Contracts), 42 U.S.C. § 1981; 42 U.S.C. § 1988.
- Civil Rights Act of 1964, Title VI, 42 U.S.C. § 2000d *et seq.*

- *Cummings v. Premier Rehab Keller, P.L.L.C.*, 596 U.S. 212 (2022). See also *Without Remedies: The Destructive Effect of Cummings and the Contract-Law Analogy on Antidiscrimination Spending Clause Plaintiffs*, 138 Harv. L. Rev. (2025). Harvard Law Review
- *Dean v. University at Buffalo School of Medicine and Biomedical Sciences*, 804 F.3d 178 (2d Cir. 2015). Justia · AMA Journal of Ethics
- Family Educational Rights and Privacy Act (FERPA), 20 U.S.C. § 1232g; 34 C.F.R. Part 99 (§§ 99.10, 99.20–99.22, 99.32).
- Federal False Claims Act, 31 U.S.C. §§ 3729–3733 (*Universal Health Services, Inc. v. United States ex rel. Escobar*, 579 U.S. 176 [2016]).
- Federal Rules of Civil Procedure, Rule 37(e) (Failure to Preserve Electronically Stored Information).
- Freedom of Information Act (FOIA), 5 U.S.C. § 552.
- *Gonzaga University v. Doe*, 536 U.S. 273 (2002).
- *Guckenberger v. Boston University*, 974 F. Supp. 106 (D. Mass. 1997) & 957 F. Supp. 306 (D. Mass. 1997). Justia 974 F.Supp. 106 · Justia 957 F.Supp. 306 · Syracuse BBI · Utah Law Review
- Higher Education Act of 1965, Title IV, 20 U.S.C. § 1087e(h); Satisfactory Academic Progress, 34 C.F.R. § 668.34; Borrower Defense to Repayment, 34 C.F.R. §§ 685.206, 685.401–685.409.
- *Johnson v. Railway Express Agency, Inc.*, 421 U.S. 454 (1975).
- *Liese v. Indian River County Hospital District*, 701 F.3d 334 (11th Cir. 2012). FindLaw · Southeast ADA Center · DOJ Amicus Brief
- Macfarlane, K. (2026). *The Higher Education Accommodation Mistake*. Georgetown Law Journal. Georgetown Law PDF
- Rehabilitation Act of 1973, Section 504, 29 U.S.C. §§ 794, 794a; 34 C.F.R. Part 104 (§§ 104.7, 104.43, 104.44). U.S. Dept. of Education Section 504 FAQ
- *Runyon v. McCrary*, 427 U.S. 160 (1976).
- *State Farm Mutual Automobile Insurance Co. v. Campbell*, 538 U.S. 408 (2003).
- *Wynne v. Tufts University School of Medicine*, 932 F.2d 19 (1st Cir. 1991) (*en banc*) & 976 F.2d 791 (1st Cir. 1992). A Students' Lawyer · CUNY Disability Cases · Individualized Interactive Accommodation PDF

6.3 State of Wisconsin Cases, Statutes, & Administrative Codes

- *Cosio v. Medical College of Wisconsin, Inc.*, 139 Wis. 2d 241, 407 N.W.2d 302 (Ct. App. 1987).
- *Hoffman v. Red Owl Stores, Inc.*, 26 Wis. 2d 683, 133 N.W.2d 267 (1965). Justia · Open Casebooks · Michigan Law Review Analysis
- *K&S Tool & Die Corp. v. Perfection Machinery Sales, Inc.*, 2007 WI 70, 301 Wis. 2d 109.
- *Novell v. Migliaccio*, 2008 WI 44, 309 Wis. 2d 132.
- *Strenke v. Hogner*, 2005 WI 25, 279 Wis. 2d 52.
- *Tri-Tech Corp. of America v. Americomp Services, Inc.*, 2002 WI 88, 254 Wis. 2d 415.
- Wisconsin Deceptive Trade Practices Act (Fraudulent Representations), Wis. Stat. § 100.18 (2025/2026). Justia Wis. Stat. § 100.18 · Wis. Legislature § 100.18(10)(a) · Wis. Legislature § 100.18(11)(b)2 Annotation · State Bar of Wisconsin Article · Halling & Cayo Guide · Wis. Ct. App. Opinion on § 100.18

- Wisconsin Department of Safety and Professional Services (DSPS) — Educational Approval & Student Protection, Wis. Stat. § 440.52; Wis. Admin. Code Ch. SPS 404–408. Wis. Legislature § 440.52(7)(g) · Wis. Legislature § 440.52(8)(g) · FindLaw WI ST 440.52
- Wisconsin Patient Health Care Records Confidentiality & Exemplary Damages, Wis. Stat. §§ 146.82, 146.84(1)(b)–(bm).
- Wisconsin Property Damage or Loss Caused by Crime / Intentional Fraud (Treble Damages), Wis. Stat. § 895.446 & Wis. Stat. § 943.20(1)(d).
- Wisconsin Punitive Damages Statute, Wis. Stat. § 895.043(3) & (6).
- Wisconsin Right of Privacy Statute, Wis. Stat. § 995.50(2)(c).

6.4 State of Florida Cases, Statutes, & Administrative Codes

- Florida Autonomous Advanced Practice Registered Nurse Statute (HB 607), Fla. Stat. § 464.0123; Fla. Admin. Code r. 64B9-4.020; Nurse Practice Act Licensure by Examination, Fla. Stat. § 464.008. Fla. Stat. § 464.0123 · Fla. Stat. § 464.008 · Fla. Admin. Code r. 64B9-4.020 · Florida Board of Nursing · FL Autonomous APRN Application PDF · HB 607 Summary PDF · ENP Autonomous APRN Guide
- Florida Commission for Independent Education — Fair Consumer Practices & Licensure Actions, Fla. Stat. §§ 1005.04, 1005.22, 1005.32, 1005.38; Fla. Admin. Code r. 6E-1.0032. Florida Senate Chapter 1005 (2026) · Online Sunshine Chapter 1005 · Fla. Admin. Code r. 6E-1.0032
- Florida Deceptive and Unfair Trade Practices Act (FDUTPA), Fla. Stat. §§ 501.201–501.213 (§§ 501.204, 501.2077 [Disabled Person Penalty], 501.2105 [Attorney's Fees], 501.211 [Remedies]). FDUTPA Legal Overview
- Florida Misleading Advertising Statute (Actual & Punitive Damages), Fla. Stat. § 817.41(1) & (6). Florida False Advertising Statute Guide
- Florida Punitive Damages Statutes, Fla. Stat. §§ 768.72, 768.73(1)(a)–(b).
- *Gibson v. Lynn University, Inc.*, 504 F. Supp. 3d 1335 (S.D. Fla. 2020).
- *Jallali v. Nova Southeastern University, Inc.*, 992 So. 2d 338 (Fla. 4th DCA 2008). FindLaw Opinion
- *Nova Southeastern University of the Health Sciences, Inc. v. Sharick* (*Sharick II*), 21 So. 3d 41 (Fla. 3d DCA 2009). FindLaw Opinion
- *Sharick v. Southeastern University of the Health Sciences, Inc.* (*Sharick I*), 780 So. 2d 136 (Fla. 3d DCA 2000), rev. denied, 791 So. 2d 1101 (Fla. 2001). FindLaw Opinion · LSU Law Archive

6.5 Academic Textbooks, Peer-Reviewed Literature, & Institutional Curricula (From Documents 1, 2, & 3)

- **HH 630 & HH 620 Required & Secondary Literature (Document 1):**

- Bryson, J. M., & George, B. (2024). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (6th ed., ISBN-13: 978-1119741510 / 978-1394274024). John Wiley & Sons · Penn State PADM 516 Guide · MBA Knowledge Base
- Centers for Disease Control and Prevention. (1999 / 2024 Update). *Framework for program evaluation in public health*. MMWR Recommendations and Reports, 48(RR-11), 1–40. CDC 1999 HTML · CDC 2024 Update
- Kotter, J. P. (2012). *Leading change*. Harvard Business Review Press.

- Linfield, K. J., & Posavac, E. J. (2018). *Program evaluation: Methods and case studies* (9th ed., ISBN-13: 978-1138103634). Routledge. Scribd Full Text · Slideshare Overview · Question Bank
- Lynch, R. S. (2015). *Leadership in human services: How to lead and manage effective networks* (1st ed., ISBN-13: 978-0190214340). Oxford University Press.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. PMC Open-Access Full Text
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed., ISBN-13: 978-1544397566). SAGE Publications. SAGE Edge Companion · Studylib 9th Ed. E-Book · Docsity Exam Guide · Scribd 1,592-Q Bank
- Wholey, J. S., Hatry, H. P., & Newcomer, K. E. (2010). *Handbook of practical program evaluation* (3rd ed.). Jossey-Bass. Eval.fr Open-Access PDF

- **MSN-DE Required Textbooks & Clinical Platforms (Document 2):**

- Halter, M. J. (2022). *Varcarolis' foundations of psychiatric-mental health nursing: A clinical approach* (9th ed., ISBN-13: 978-0323697071). Elsevier
- Harding, M. M., Kwong, J., Hagler, D., & Reinisch, C. (2023). *Lewis's medical-surgical nursing: Assessment and management of clinical problems* (12th ed., ISBN-13: 978-0323789615). Valore / Elsevier
- Jarvis, C., & Eckhardt, A. L. (2024). *Physical examination and health assessment* (9th ed., ISBN-13: 978-0323809849). Elsevier
- Lilley, L. L., Collins, S. R., & Snyder, J. S. (2023). *Pharmacology and the nursing process* (10th ed., ISBN-13: 978-0323827973). Elsevier
- LoBiondo-Wood, G., & Haber, J. (2022). *Nursing research: Methods and critical appraisal for evidence-based practice* (10th ed., ISBN-13: 978-0323762915). Elsevier
- McGonigle, D., & Mastrian, K. G. (2021/2025). *Nursing informatics and the foundation of knowledge* (5th/6th ed., ISBN-13: 978-1284220469). eCampus / Jones & Bartlett
- Morris, D. C. (2022). *Calculate with confidence* (8th ed., ISBN-13: 978-0323696951). Elsevier.
- Perry, S. E., Hockenberry, M. J., Cashion, K., Alden, K. R., Olshansky, E., & Lowdermilk, D. L. (2022). *Maternal child nursing care* (7th ed., ISBN-13: 978-0323776714). Elsevier
- Potter, P. A., Perry, A. G., Stockert, P. A., & Hall, A. M. (2023). *Fundamentals of nursing* (11th ed., ISBN-13: 978-0323810340). Elsevier
- Rogers, J. (McCance & Huether). (2023). *McCance & Huether's pathophysiology: The biologic basis for disease in adults and children* (9th ed., ISBN-13: 978-0323789875). Elsevier
- Stanhope, M., & Lancaster, J. (2024). *Public health nursing: Population-centered health care in the community* (11th ed., ISBN-13: 978-0323882828). Elsevier
- Yoder-Wise, P. S., & Sportsman, S. (2023). *Leading and managing in nursing* (8th ed., ISBN-13: 978-0323792066). Elsevier

- **Herzing Institutional Catalogs, Syllabi, & Student Repositories (Documents 1–3):**

- Herzing University Official Website · MS-HHSL Program Page · MSN-DE Program Page · MSN-DE Florida Page · MSN-DE Official Course Sheet PDF · Graduate Catalog Academic Policies · HH 620 Catalog Preview ·

NSG 526 Catalog Preview · NSG 528 Catalog Preview · Graduate Faculty Listing PDF · Undergraduate Faculty Listing PDF · P.R.I.C.E. of Success Model · Higher Learning Commission (HLC) · CCNE Accreditation

- ACEMAPP NSG 522 Clinical I · ACEMAPP NSG 525 Clinical II · ACEMAPP NSG 621 Clinical IV · ACEMAPP NSG 631 Synthesis I PDF · Herzing Tutors NU 725 · Herzing Tutors NU 730 · Herzing Tutors NU 780 · Stuvia Herzing NSG 523 Hub · Docsity Herzing Nursing Repository

6.6 Labor Market, External Universities, Forensic Credentialing, & SAEF Practice Sources (From Document 4 & 'with Education Options')

- **U.S. Bureau of Labor Statistics (BLS):** Occupational Outlook Handbook Home · Medical and Health Services Managers ($123,860 median, +24%) · Social and Community Service Managers ($80,390 median, +7%) · Registered Nurses ($97,550 median, +6%) · Fastest Growing Occupations (Nurse Practitioners +41%, $132,300 median)
- **Six-School Matrix & External Nursing/WHNP Programs:**
- **UCF Online:** B.S. in Health Services Administration · Undergraduate Admissions · Transient/Non-Degree
- **UF Online:** B.S. in Health Education & Behavior · Second Bachelor's Admissions · Apply
- **FAMU Online:** FAMU Online Programs · Transfer Students · Apply
- **Thomas Edison State University (TESU):** B.S. in Health Studies · B.A. in Biology · Award of Degrees / Second Degree Policy · Apply
- **Charter Oak State College:** B.S. in Health Care Administration · Second Baccalaureate Policy · Application
- **Excelsior University:** Online B.S. in Health Sciences · Additional Degree Policy · Credit Application Policy · Admissions
- **External Direct-Entry MSN & Nursing Pathways:** University of West Florida (UWF) Direct-Entry MSN (UWF Graduate Nursing Catalog) · Regis College Accelerated Direct-Entry MSN (WHNP Track) · Bay Path University Online DEMSN · West Coast University Miami Hybrid DEMSN · Utica University Florida Nursing Pathways · University of Maryland MSN-E · MGH Institute DEN-Masters · Rush University GEM
- **Forensic Nursing, WHNP-BC, Direct Primary Care (DPC), SART/CODIS, & SAEF Sources:**
- NCC Women's Health Care Nurse Practitioner (WHNP-BC) · NPWH · AANP · AWHONN · NBNA · ANCC Assumes SANE Credentialing (April 2026) · ANCC Advanced Forensic Nursing · ABMDI Medicolegal Death Investigator Certification · DOJ SANE Program Development & Operation Guide · OVC TTAC Interactive SANE Guide · NSVRC SART Toolkit · OVC SART Toolkit · EVAWI SARRT Module 15 (PDF) · SAKI Utilizing CODIS for Unsubmitted Kits (PDF) · DPC Coalition · DPC Alliance · Wharton Concierge Medicine Analysis · 501(c)(3) + For-Profit Hybrid Affiliation Primer (PDF) · Florida VOCA Funding (OVC) · OVW Grant Programs · OVC TTAC · APA Trauma-Research IRB Guide (PDF) · RAINN Model Criminal SOL Recommendations (2025 PDF) · CHILD USA 2025 SOL Tracker · End the Backlog · RAINN

6.7 HUADA Primary Evidentiary Archive & Multi-Agency Dockets (Chavon J. Wright v. Herzing University)

- Chavon J. Wright — Comprehensive Academic Record (with Education Options) (July 2026 PDF)
- HUADA Priority Filings & Core Transmittals Web Archive (priority.html) · Live HUADA Netlify Index
- MSN-DE to HHS Interactive Equivalency Web Matrix (msnde-hhs.html)

- MSN-DE to HHS Equivalency: Failure to Remedy (Oct 7, 2026 PDF) (Alt Copy)
- MSN-DE to HHS Equivalency and Credit Audit (Oct 9, 2026 PDF) · Google Sheet Audit
- Witness Declaration & Request for Institutional Review — Sarah Millard (Oct 10, 2026 PDF)
- EthicsPoint 1: 18-Month Communication Blackout & Advisory Abandonment (Oct 5, 2026 PDF)
- EthicsPoint 2: EEOC, ADA, Discrimination, & Harassment (Oct 5, 2026 PDF)
- EthicsPoint 3: Financial, Time, or Benefits Abuse (Oct 5, 2026 PDF)
- EthicsPoint 4: Safety of Physical Environment (Oct 5, 2026 PDF)
- EthicsPoint 5: FERPA Records Concealment & 34 C.F.R. § 99.32 Logs (Oct 5, 2026 PDF)
- 15 of 15 Internal Appeals, Complaints, & EthicsPoint Filings Ignored/Unresolved Ledger (Sept 27, 2026 PDF)
- Angie Zamecnik Evidentiary Dossier & Sept 18 Teams Transcript (27:15–27:41) (Sept 27, 2026 PDF) · Teams Recording/Transcript Exhibit
- Longitudinal Graduate Catalog Policy Evolution & Retaliatory Shifts Audit (Sept 27, 2026 PDF)
- Core Administrative Due Process & Financial Injury Evidentiary Filing Packet (Sept 16, 2026 PDF)
- Curricular Workload Audit: 250% Disparate Academic Volume & Accommodation Denial Dossier (Aug 24, 2026 PDF) · Exhibit F: 145-Assignment Sherpath Audit
- Exhibit B: Summer 2025 NSG 523 Public Zoom Final Exam Transcript (21:10:05 Verbal Processing Ban)
- Exhibit C: ADA Coordinator Emilie Thompson Written Admission of Flawed Notices (Aug 7, 2025)
- Exhibit D: ProctorU / Meazure Learning 6-Hour Technical Delay & Lockout Ticket #7407283 · Exhibit E: Meazure 15-Minute Rescheduling Policy
- Exhibit H: Multi-Agency Regulatory Notice & Spoliation Hold Directive
- Formal ADA Appeal and Notice of Claims (Dec 10/13, 2025 Final Letter Version)
- Systems-Based Practice (NU 730) Timely Submission Acknowledged Then Changed to Zero Screenshot (Oct 9, 2026)

VOL VI — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Verified Federal Complaint and Demand

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Verified Federal Complaint and Demand (Google Docs Live Edition) | **Scope:** 10-Count Verified Federal Complaint (M.D. Fla. Ocala Division), Jury Demand & Rule 408 Pre-Suit Demand

VERIFIED FEDERAL COMPLAINT, JURY DEMAND, & PRE-LITIGATION SETTLEMENT DEMAND

Research & Pre-Litigation Pleading Draft Prepared From the Perspective of Plaintiff / Complainant Chavon Jenea Wright for Legal Counsel Review or Pro Se Filing

Primary Federal Venue: United States District Court for the Middle District of Florida, Ocala Division *(Covering Marion County, Florida under Local Rule 1.04[a])*

Alternative Federal Venue: United States District Court for the Eastern District of Wisconsin (Milwaukee Division) or Western District of Wisconsin (Madison Division)

Companion Project Volumes:

- Document 1: HH 630 & HH 620 Master Syllabus · Document 2: MSN-DE Master Syllabus · Document 3: MSN-DE to HHS Program Comparison · Document 4: Career & Education Pathways · Document 5: Legal & Statutory Damages Compendium · MSNDE to HHS Gemini Notebook

PART I: FORMAL FEDERAL COURT PLEADING DRAFT

UNITED STATES DISTRICT COURT
MIDDLE DISTRICT OF FLORIDA
OCALA DIVISION

CHAVON JENEA WRIGHT,
an individual residing in Marion County, Florida,
Plaintiff,

v.

Case No.: 5:26-cv-_____-___-PRL
JURY TRIAL DEMANDED

HERZING UNIVERSITY, INC.,
a Wisconsin corporation,
Defendant.

VERIFIED COMPLAINT FOR DECLARATORY AND INJUNCTIVE RELIEF, COMPENSATORY, RELIANCE, CONSEQUENTIAL, STATUTORY TREBLE, AND PUNITIVE DAMAGES, AND ATTORNEYS' FEES

Plaintiff CHAVON JENEA WRIGHT ("Plaintiff" or "Ms. Wright"), by and through undersigned counsel (or proceeding pro se pending appearance of retained counsel), brings this Verified Complaint against Defendant HERZING UNIVERSITY, INC. ("Defendant" or "Herzing") and alleges upon personal knowledge as to her own acts and status, and upon contemporaneous institutional records, audio/video transcripts, and information and belief as to all other matters, as follows:

I. NATURE OF THE ACTION

1. This civil rights, educational contract, deceptive trade practices, and statutory fraud action arises out of Defendant Herzing University's eighteen-month campaign of deliberate indifference, systemic failure to implement federally mandated disability accommodations, unauthorized mass disclosure of confidential medical records, extortionate triple-billing of Title IV student loan funds for a single course (NSG 523), imposition of a **250.0% disparate academic workload** (145 graded modules completed versus the 58-module peer standard), secret predetermination of internal appeals, and retaliatory dismissal and refusal to process a catalog-authorized degree transition from the **Master of Science in Nursing – Direct Entry (MSN-DE)** into the **Master of Science in Health and Human Services Leadership (MS-HHSL / MS-HHS)** (HUADA Priority Evidentiary Archive, Workload Audit Dossier).
2. Plaintiff is a highly credentialed Black female graduate student holding three Associate degrees (4.10 GPA, President's List), a Bachelor of Science in Integrative Studies (3.30 GPA, Dean's List), and a conferred **Master of Science in Forensic Psychology** (Southern New Hampshire University, 2024), who matriculated into

Defendant's online MSN-DE program and achieved a **4.00 Grade Point Average in foundational nursing sciences** (SC 154 Anatomy & Physiology I [Grade A] and SC 254 Anatomy & Physiology II [Grade A]) and a **3.55 Corrected Cumulative GPA** across 40.00 earned credits (Comprehensive Academic Record, MSN-DE to HHS Credit Audit).

3. On March 14, 2025, Plaintiff submitted formal medical documentation establishing clinically diagnosed Attention-Deficit/Hyperactivity Disorder (ADHD), Generalized Anxiety Disorder (GAD), Major Depressive Disorder (MDD), and Autism Spectrum Disorder (Level 1, ICD-10 F84.0), requiring **200% extended testing time**, a **private distraction-reduced testing environment permitting verbal processing/self-talk**, and a **48-to-72-hour extension window** for asynchronous coursework (Notice of Claims).
4. Rather than implement these approved modifications under **Section 504 of the Rehabilitation Act (29 U.S.C. § 794; 34 C.F.R. § 104.44)** and **Title III of the Americans with Disabilities Act (42 U.S.C. § 12182; 28 C.F.R. § 36.309)**, Defendant:

- (a) Broadcast **41 separate erroneous accommodation emails** between May 2 and May 19, 2025 to approximately **35 unauthorized recipients** with whom Plaintiff had no instructional relationship, leaking her confidential disability status in violation of **FERPA (20 U.S.C. § 1232g)** and **Wis. Stat. § 146.84**, and subsequently refused to produce the mandatory 34 C.F.R. § 99.32 disclosure log (EthicsPoint 5 Filing);
- (b) Forced Plaintiff during Summer 2025 (NSG 523-7A) to take a high-stakes final examination in an unmonitored, noisy **public Zoom room** where faculty proctor Leah Phillips interrupted Plaintiff at timestamp 21:10:05 to actively prohibit her approved verbal-processing accommodation (Exhibit B: Public Zoom Transcript);
- (c) Refused to grade timely extension-window assignments despite a **written admission on August 7, 2025 by Defendant's ADA/Title IX Coordinator Emilie Thompson** conceding that the accommodation notices sent to faculty were *"flawed"* and that extension coursework *"should be graded for credit"* (Exhibit C: ADA Coordinator Admission);
- (d) Subjected Plaintiff during Fall 2025 (NSG 523-7F) to an unconfigured ProctorU profile resulting in a **6-hour technical lockout (Meazure Ticket #7407283)** while refusing to honor the vendor's published 15-minute rescheduling mandate (Exhibit D: Ticket #7407283, Exhibit E: Meazure 15-Min Policy);
- (e) Summarily denied Plaintiff's request to utilize Defendant's **published Catalog Hybrid Policy** to take proctored exams in person at a regional Florida campus to bypass recurring remote proctoring collapses (summary denial by AVP Dr. Danielle Laban) (Financial Injury Packet Exhibit 4);
- (f) Forced Plaintiff to pay tuition three separate times for NSG 523 (at an arbitrarily inflated rate of **$790.00/credit** announced June 3, 2025) and execute **145 discrete graded Elsevier Sherpath/EAQ assignments** (**250.0% of the 58-assignment peer requirement**, totaling **160–190 hours** of redundant labor) after she had already completed 100% of all 60 assignments in Summer 2025 (Exhibit F: 145-Assignment Audit);
- (g) Altered a timely, instructor-acknowledged submission in NU 730 (*Systems-Based Practice*, where Plaintiff earned an **81.27% Grade B**) to a zero (0.0) after submission (NU 730 Grade Alteration Screenshot), and entered unapplied extension zeros in Summer 2026 NSG 523 to drop Plaintiff's passing 79%+ standing to 73.0%;
- (h) Suppressed **15 out of 15 internal appeals, grievances, and EthicsPoint compliance filings** between March 2025 and September 2026 (15-of-15 Ignored Filings Ledger), while secretly revising the Graduate

Catalog in May 2025, September 2025, and January 2026 to cut student appeal windows from 30 days to 7 days (Catalog Evolution Audit); and

- (i) Issued a predetermined Satisfactory Academic Progress (SAP) dismissal (Case #00542344) on September 9, 2026 *while Plaintiff's timely September 4, 2026 Grade Appeal was still pending*—as admitted on a recorded Microsoft Teams teleconference on September 18, 2026 (timestamps 27:15–27:41) by Director of Student Services Angie Zamecnik (Zamecnik Dossier & Transcript, Teams Recording Exhibit)—in order to block Plaintiff's September 2, 2026 petition to transfer her **21.00 completed graduate credits** into Defendant's **31.00-credit MS-HHS degree** for **May 2027 conferral** (MSN-DE to HHS Equivalency Brief).

II. JURISDICTION AND VENUE

1. **Federal Question Jurisdiction (28 U.S.C. §§ 1331, 1343):** This Court has original federal-question jurisdiction over Plaintiff's claims arising under **Section 504 of the Rehabilitation Act of 1973** (29 U.S.C. §§ 794, 794a), **Title III and Title V of the Americans with Disabilities Act of 1990** (42 U.S.C. §§ 12182, 12188, 12203), the **Civil Rights Act of 1866** (42 U.S.C. §§ 1981, 1988), and **Title VI of the Civil Rights Act of 1964** (42 U.S.C. § 2000d).
2. **Diversity Jurisdiction (28 U.S.C. § 1332[a][1]):** Independently, this Court has diversity jurisdiction because Plaintiff is a citizen and domiciliary of the State of Florida (Marion County), Defendant Herzing University, Inc. is incorporated and maintains its principal place of business in the State of Wisconsin (275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203 and 5218 E. Terrace Dr., Madison, WI 53718), and the amount in controversy exceeds **$75,000.00**, exclusive of interest and costs.
3. **Supplemental Jurisdiction (28 U.S.C. § 1367[a]):** This Court has supplemental jurisdiction over Plaintiff's interrelated state-law claims under the laws of the State of Florida and the State of Wisconsin because they form part of the same case or controversy under Article III of the United States Constitution.
4. **Personal Jurisdiction and Venue (28 U.S.C. § 1391[b][2] & Fla. Stat. § 48.193):** Venue is proper in the **Ocala Division of the Middle District of Florida** (M.D. Fla. Local Rules) because a substantial part of the events or omissions giving rise to the claims occurred in Marion County, Florida, where Plaintiff resides, contracted with Defendant, took proctored examinations, and suffered academic, medical, and economic injury, and because Defendant purposefully avails itself of the Florida market by operating licensed campuses in Florida, advertising a dedicated Florida MSN-DE Program, and placing Plaintiff in clinical rotations at HCA Healthcare Osceola Hospital in Florida.

III. PARTIES

1. **Plaintiff Chavon Jenea Wright** (Student ID: W24672939) is an adult individual residing at 597 Marion Oaks Trail, Ocala, Marion County, Florida 34473. Plaintiff is a "qualified individual with a disability" within the meaning of 29 U.S.C. § 794(a) and 42 U.S.C. § 12182, a member of a protected racial class under 42 U.S.C. § 1981 and 42 U.S.C. § 2000d, and a "consumer" under Fla. Stat. § 501.203(7) and Wis. Stat. § 100.18.
2. **Defendant Herzing University, Inc.** (OPE ID: 00962100; IPEDS UnitID: 240392) is a Wisconsin corporation headquartered at 275 W. Wisconsin Ave., Suite 210, Milwaukee, WI 53203, operating a place of public accommodation under 42 U.S.C. § 12181(7)(J) and receiving tens of millions of dollars annually in Federal Title IV financial assistance under 29 U.S.C. § 794(b)(2)(A).

IV. THE 21-CREDIT MS-HHS EQUIVALENCY & CONTRACTUAL REMEDY RECORD

1. Under Defendant's published Graduate Catalog (Herzing Graduate Catalog, MS-HHSL Program) and federal course-substitution mandates (34 C.F.R. § 104.44[a]), Plaintiff has already completed and passed **21.00 of the 31.00 credits (67.74%)** required for the **Master of Science in Health and Human Services Leadership (MS-HHSL / MS-HHS)**:

- (a) **HH 500 (3.00 cr)** satisfied by Herzing **NU 780 Population Health** (3.00 cr, **Grade B**);
- (b) **HH 510 (3.00 cr)** satisfied by Herzing **NSG 660 Scholarly Practice** (3.00 cr, **Grade A**);
- (c) **HH 600 (3.00 cr)** satisfied by Herzing **NU 730 Systems-Based Practice** (3.00 cr, **Grade B [81.27%]**);
- (d) **HH 610 (3.00 cr)** satisfied by Herzing **NU 725 Health Care Informatics** (3.00 cr, **Grade B**);
- (e) **MSW 510 (3.00 cr)** satisfied by Herzing **NSG 524 Mental Health Nursing** (3.00 cr, **Grade A**) or SNHU **PSY 545 Forensic Psychology** (3.00 cr, **Grade A**);
- (f) **MSW 521 (3.00 cr)** satisfied by Herzing **NSG 633 Safety and Quality** (3.00 cr, **Grade A**); and
- (g) **MSW 540 (3.00 cr)** satisfied by SNHU **PSY 624 Intersection of Law and Psychology** (3.00 cr, **Grade A**).

1. Only **10.00 credits (3 courses)** remain for Plaintiff to confer the MS-HHS degree in **May 2027**: **HH 620** (3.00 cr, Fall 2026 Session B), **HH 630** (4.00 cr, Spring 2027 Session A), and **HH 690** (3.00 cr, Spring 2027 Session A) (Program Comparison Dossier).

V. CAUSES OF ACTION (COUNTS I – X)

COUNT I: Violation of Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794; 34 C.F.R. §§ 104.7, 104.43, 104.44) — Deliberate Indifference, Disparate Burden, & Refusal of Course Substitution

1. Plaintiff realleges and incorporates Paragraphs 1 through 12.
2. Defendant receives federal financial assistance and is bound by 29 U.S.C. § 794 and 34 C.F.R. Part 104.
3. Under controlling 11th Circuit precedent (*Liese v. Indian River County Hospital District*, 701 F.3d 334, 345–49 [11th Cir. 2012]) and federal appellate authority (*Wynne v. Tufts Univ. Sch. of Med.*, 932 F.2d 19 [1st Cir. 1991]; *Dean v. Univ. at Buffalo Sch. of Med.*, 804 F.3d 178 [2d Cir. 2015]; *Guckenberger v. Boston Univ.*, 974 F. Supp. 106 [D. Mass. 1997]), Defendant acted with **deliberate indifference** by failing to configure approved testing adjustments after actual notice, admitting in writing on August 7, 2025 that its notices were flawed (Exhibit C) yet refusing to correct the resulting zero marks, imposing a 250% disparate assignment burden (34 C.F.R. § 104.43), failing to maintain a prompt and equitable ADA grievance procedure (34 C.F.R. § 104.7), and refusing reasonable course substitution into the MS-HHS program (34 C.F.R. § 104.44[a]).
4. **Damages:** Pursuant to 29 U.S.C. § 794a(a)(2) and § 794a(b), Plaintiff is entitled to full **pecuniary expectation, reliance, restitutionary, and consequential economic damages** (including full tuition/fee disgorgement, tuition-hike differentials, lost HCA Ocala Nurse Tech wages, out-of-pocket medical/pharmacological titration expenses, wasted platform/mitigation labor, and consequential property losses), mandatory injunctive relief, and **reasonable attorneys' fees and costs**.

COUNT II: Violation of Title III & Title V of the Americans with Disabilities Act (42 U.S.C. §§ 12182, 12188, 12203; 28 C.F.R. § 36.309) — Denial of Accessible Testing & Unlawful Retaliation

1. Plaintiff realleges and incorporates Paragraphs 1 through 16.

2. Defendant violated 42 U.S.C. § 12182(b)(2)(A)(ii) and 28 C.F.R. § 36.309 by failing to offer examinations in an accessible place and manner (including barring verbal processing at 21:10:05 of the Summer 2025 Zoom final, locking Plaintiff out for 6 hours on ProctorU under Ticket #7407283, and denying catalog-authorized hybrid on-campus testing), and violated **Title V (42 U.S.C. § 12203[a]–[b])** by retaliating against Plaintiff for her protected civil rights complaints (OCR Case 05-26-2347; DOJ Referral 766398-JVT) through predetermined SAP dismissal and withholding her Transfer Credit Evaluation.
3. **Relief:** Plaintiff is entitled to permanent injunctive relief under 42 U.S.C. § 12188(a)(1), attorneys' fees under 42 U.S.C. § 12205, and—upon intervention or enforcement by the United States Attorney General (DOJ Referral 766398-JVT) under 42 U.S.C. § 12188(b)(2)(B) and 28 C.F.R. § 36.504(a)(2)—full **monetary damages including emotional distress, pain, and suffering** plus civil penalties.

COUNT III: Violation of the Civil Rights Act of 1866 (42 U.S.C. §§ 1981, 1988) & Title VI (42 U.S.C. § 2000d) — Disparate Racial Treatment & Retaliation in Educational Contract Enforcement

1. Plaintiff realleges and incorporates Paragraphs 1 through 19.
2. Under 42 U.S.C. § 1981 (*Runyon v. McCrary*, 427 U.S. 160 [1976]; *CBOCS West, Inc. v. Humphries*, 553 U.S. 442 [2008]), Plaintiff had the right to make, perform, modify, and enforce her educational contract with Defendant free from racial discrimination, arbitrary naming hostility ("CJ Wright" attendance zero threat), 250% disparate workload enforcement, and retaliation after filing formal Title VI racial discrimination grievances (EthicsPoint Filings, Sept 17 & 27, 2026).
3. **Damages:** Because 42 U.S.C. § 1981 is enacted under the Thirteenth Amendment rather than the Spending Clause, Plaintiff is entitled to **uncapped compensatory damages (including full emotional distress, mental anguish, and humiliation), past and future lost earning capacity, AND punitive damages** (*Johnson v. Railway Express Agency, Inc.*, 421 U.S. 454 [1975]), plus attorneys' fees under 42 U.S.C. § 1988.

COUNT IV: Breach of Express and Implied-in-Fact Educational Contract Under Florida and Wisconsin Law (*Sharick v. Southeastern Univ. of the Health Sciences, Inc.*, 780 So. 2d 136 [Fla. 3d DCA 2000]; *Jallali v. Nova Southeastern Univ.*, 992 So. 2d 338 [Fla. 4th DCA 2008]; *Cosio v. Medical College of Wisconsin*, 139 Wis. 2d 241 [Ct. App. 1987])

1. Plaintiff realleges and incorporates Paragraphs 1 through 22.
2. Defendant's published Graduate Catalog, Student Handbook, ADA Policy, Hybrid Campus Testing Policy, Incomplete Grade Policy, and Program Transfer Policy constituted an enforceable contract between Defendant and Plaintiff.
3. Defendant arbitrarily, capriciously, and in bad faith breached that contract by: (a) refusing to credit timely extension coursework despite written confirmation from its ADA Coordinator (Exhibit C); (b) altering Plaintiff's timely passing NU 730 grade (81.27% B) to zero; (c) denying catalog-guaranteed hybrid on-campus testing; (d) cutting appeal deadlines from 30 to 7 days without notice; (e) executing an SAP dismissal while Plaintiff's timely Grade Appeal was pending; and (f) blocking Plaintiff's transfer into the MS-HHS degree.
4. **Damages:** Under *Sharick v. Southeastern University of the Health Sciences, Inc.*, 780 So. 2d 136, 139–41 (Fla. 3d DCA 2000) (*Sharick II*, 21 So. 3d 41), Plaintiff is entitled to recover **full tuition and fee restitution, lost past wages (forfeited HCA Ocala Nurse Tech externship), AND the present actuarial value of her impaired and delayed future career earning capacity ($195,100 to $550,000+)**, alongside specific performance compelling conferral/enrollment in the MS-HHS program.

COUNT V: Promissory Estoppel & Unjust Enrichment / *Quantum Meruit* (*Hoffman v. Red Owl Stores, Inc.*, 26 Wis. 2d 683 [1965])

1. Plaintiff realleges and incorporates Paragraphs 1 through 26.
2. In reasonable and foreseeable reliance on Defendant's written promises—including ADA Coordinator Emilie Thompson's August 7, 2025 written assurance (Exhibit C) and catalog assurances of hybrid testing and credit transferability—Plaintiff paid three terms of tuition, expended **160–190 hours** completing 87 redundant Sherpath modules (145 total modules), and expended **281+ hours** compiling 40,200+ words of compliance records.
3. **Damages:** Under *Hoffman v. Red Owl Stores, Inc.*, 26 Wis. 2d 683 (1965) and Florida promissory estoppel/unjust enrichment law, Plaintiff is entitled to full **reliance damages, disgorgement of unjustly retained tuition, and compensation for her wasted academic and compliance labor ($40,100 to $84,700)**.

COUNT VI: Violation of the Wisconsin Deceptive Trade Practices Act (Wis. Stat. § 100.18)

1. Plaintiff realleges and incorporates Paragraphs 1 through 29.
2. From its Wisconsin headquarters, Defendant made untrue, deceptive, and misleading representations to induce Plaintiff's enrollment and repeat tuition payments regarding flexible scheduling, individualized ADA accommodations, hybrid campus testing, and QuickPaths credit portability.
3. **Damages:** Pursuant to Wis. Stat. § 100.18(11)(b)2, Plaintiff is entitled to recover **100% of her pecuniary loss, together with court costs and mandatory reasonable attorneys' fees**.

COUNT VII: Wisconsin Statutory Civil Theft by Fraud — Treble Damages & Investigation Costs (Wis. Stat. § 895.446 & Wis. Stat. § 943.20[1][d])

1. Plaintiff realleges and incorporates Paragraphs 1 through 32.
2. Defendant intentionally obtained and retained title to Plaintiff's tuition funds and federal student loan disbursements across three enrollments of NSG 523 through false representations that her approved extension coursework would be graded and her appeals fairly reviewed, while secretly predetermining appeal denials (Sept 18, 2026 Zamecnik/Laban Recording).
3. **Damages:** Pursuant to Wis. Stat. § 895.446(3)(a)–(c), Plaintiff is entitled to recover **actual damages**, **exemplary (treble) damages of up to 3x actual damages**, and **all costs of investigation and litigation (including Plaintiff's 281+ forensic investigation hours) plus reasonable attorneys' fees**.

COUNT VIII: Breach of Medical Record Confidentiality & Invasion of Privacy (Wis. Stat. §§ 146.82, 146.84[1][b]–[bm], Wis. Stat. § 995.50[2][c], & Florida Common Law)

1. Plaintiff realleges and incorporates Paragraphs 1 through 35.
2. Between May 2 and May 19, 2025, Defendant's ADA Office negligently, knowingly, and willfully transmitted **41 separate emails** disclosing Plaintiff's confidential medical/psychiatric accommodation records to approximately **35 unauthorized recipients** without consent, and subsequently concealed the 34 C.F.R. § 99.32 disclosure log.
3. **Damages:** Under Wis. Stat. § 146.84(1)(b)–(bm) and § 995.50, Plaintiff is entitled to recover **actual damages (including full emotional distress and mental anguish), exemplary damages of up to $25,000 per willful violation (or $1,000 per negligent violation), plus mandatory costs and reasonable actual attorneys' fees**.

COUNT IX: Violation of the Florida Deceptive and Unfair Trade Practices Act (Fla. Stat. §§ 501.204, 501.2077, 501.2105, 501.211) & Florida Fair Consumer Practices (Fla. Stat. §§ 1005.04, 1005.32, 1005.38; Fla. Admin. Code r. 6E-1.0032)

1. Plaintiff realleges and incorporates Paragraphs 1 through 38.
2. Defendant's violations of Fla. Stat. § 1005.04 and Fla. Admin. Code r. 6E-1.0032 constitute *per se* unfair and deceptive trade practices under Fla. Stat. § 501.203(3)(c) and § 501.204(1) victimizing a person with a disability (Fla. Stat. § 501.2077).
3. **Damages:** Plaintiff is entitled to declaratory and injunctive relief (§ 501.211[1]), **actual damages** (§ 501.211[2]), **mandatory attorneys' fees and costs** (§ 501.2105), and enhanced civil penalties of up to **$15,000 per violation** under § 501.2077.

COUNT X: Violation of the Florida Misleading Advertising Statute (Fla. Stat. § 817.41) & Punitive Damages (Fla. Stat. §§ 768.72–768.73; Wis. Stat. § 895.043)

1. Plaintiff realleges and incorporates Paragraphs 1 through 41.
2. Defendant disseminated misleading advertisements to the Florida public regarding its online/hybrid MSN-DE support, flexible scheduling, and credit portability in violation of Fla. Stat. § 817.41(1).
3. **Damages:** Pursuant to **Fla. Stat. § 817.41(6)**, Plaintiff **"shall, in addition to any other remedies or damages, be awarded costs, including reasonable attorney's fees, and may be awarded punitive damages in addition to actual damages,"** alongside punitive damages under Fla. Stat. § 768.73(1)(a)–(b) (up to **3x compensatory damages / $500,000**, or **4x compensatory damages / $2,000,000** for conduct motivated by unreasonable financial gain) and Wis. Stat. § 895.043(6) (up to **2x compensatory damages / $200,000**).

VI. PRAYER FOR RELIEF

WHEREFORE, Plaintiff **Chavon Jenea Wright** respectfully prays that this Court enter judgment in her favor and against Defendant **Herzing University, Inc.** as follows:

- **A. Mandatory Preliminary and Permanent Injunctive Relief / Specific Performance:**

1. Ordering Defendant to immediately expunge Plaintiff's September 9, 2026 SAP dismissal (Case #00542344) and the contested failing grades in NSG 523, and to restore Plaintiff's earned passing grade of **B (81.27%)** in NU 730 and passing **B (>=80%)** or Administrative Withdrawal (**W**) in NSG 523;
2. Ordering Defendant to immediately process Plaintiff's September 2, 2026 program transfer into the **Master of Science in Health and Human Services Leadership (MS-HHSL / MS-HHS)**, applying all **21.00 completed graduate equivalency/transfer credits** (HH 500, 510, 600, 610 and MSW 510, 521, 540) and enrolling Plaintiff on a **100% tuition- and fee-waived basis** in the remaining 10.00 credits (HH 620 [3 cr], HH 630 [4 cr], and HH 690 [3 cr]) for **May 2027 degree conferral**;
3. Ordering Defendant to immediately release Plaintiff's unencumbered Official Transcripts, completed Transfer Credit Evaluation (withheld since September 14, 2026), and complete **FERPA 34 C.F.R. § 99.32 disclosure log** and Canvas SQL grade-mutation histories;

- **B. Direct Pecuniary, Restitutionary, & Consequential Damages (WILL Category):**

1. **$28,500 to $69,260** in full tuition, fee, and interest disgorgement/restitution (plus 100% discharge/indemnification of all Federal Direct Student Loans);

2. **$73,500 to $84,000** in past lost clinical wages from the forfeited HCA Ocala Nurse Tech externship;
3. **$15,000 to $85,000** in out-of-pocket and future medical, psychiatric, and pharmacological titration expenses;
4. **$20,000 to $50,000+** in foreseeable consequential property losses (vehicle repossession and loss of personal storage unit);

- **C. Wasted Time, Reliance Labor, & Impaired Career Earning Capacity Damages (WILL / MAY Category):**

1. **$40,100 to $84,700** for 160–190 hours of redundant Sherpath platform labor (250% workload) and 281+ hours of forced compliance/investigation labor under Wis. Stat. § 895.446(3)(b) and *Hoffman v. Red Owl Stores*;
2. **$195,100 to $550,000+** in present actuarial value of delayed/impaired career earning capacity under *Sharick v. Southeastern University of the Health Sciences, Inc.*, 780 So. 2d 136 (Fla. 3d DCA 2000);

- **D. Non-Economic, Exemplary, Treble, & Punitive Damages (MAY Category):**

1. **$100,000 to $500,000** in emotional distress, mental anguish, humiliation, and privacy invasion damages under 42 U.S.C. § 1981, Wis. Stat. § 146.84, Wis. Stat. § 995.50, and Florida tort law;
2. **Statutory Treble (3x) Damages** under Wis. Stat. § 895.446(3)(c) (**$85,500 to $207,780**) and **Statutory Exemplary Privacy Damages** of up to **$25,000 per willful violation** (41 unauthorized emails) under Wis. Stat. § 146.84(1)(bm) and **$15,000 per violation** under Fla. Stat. § 501.2077;
3. **Punitive Damages** under 42 U.S.C. § 1981, Fla. Stat. § 817.41(6), Fla. Stat. § 768.73(1)(a)–(b) (up to **3x/$500,000** or **4x/$2,000,000**), and Wis. Stat. § 895.043(6) (up to **2x/$200,000**); and

- **E. Mandatory Statutory Attorneys' Fees, Expert Fees, Costs, & Interest:**

1. Full prevailing-party attorneys' fees, expert witness fees, and litigation costs pursuant to 29 U.S.C. § 794a(b), 42 U.S.C. §§ 1988, 12205, Wis. Stat. §§ 100.18(11)(b)2, 895.446(3)(b), 146.84, and Fla. Stat. §§ 501.2105, 817.41(6), plus pre- and post-judgment interest.

VII. DEMAND FOR JURY TRIAL & 28 U.S.C. § 1746 VERIFICATION

Plaintiff hereby demands a trial by jury on all issues triable of right by a jury pursuant to Federal Rule of Civil Procedure 38.

VERIFICATION UNDER 28 U.S.C. § 1746:
I, Chavon Jenea Wright, declare under penalty of perjury under the laws of the United States of America that I am the Plaintiff in the above-captioned action, that I have read the foregoing Verified Complaint, and that the factual allegations stated therein are true and correct to the best of my personal knowledge, information, and belief.

Executed in Ocala, Marion County, Florida on this 18th day of October, 2026.

/s/ Chavon Jenea Wright
Chavon Jenea Wright, M.S., B.S., A.A., A.S., A.G.S.
597 Marion Oaks Trail, Ocala, FL 34473 · (352) 300-5416 · chavon.wright@gmail.com

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PART II: FORMAL PRE-SUIT SETTLEMENT & EQUITABLE RESOLUTION DEMAND LETTER TO HERZING GENERAL COUNSEL & PRESIDENT RENÉE HERZING

CONFIDENTIAL SETTLEMENT COMMUNICATION PURSUANT TO FED. R. EVID. 408, WIS. STAT. § 904.08, & FLA. STAT. § 90.408

DATE: October 18, 2026
TO: President Renée Herzing; Office of the General Counsel; AVP Dr. Danielle Laban; AVP Dr. David Steele; Director Angie Zamecnik — Herzing University, Inc., 275 W. Wisconsin Ave., Ste. 210, Milwaukee, WI 53203
RE: FINAL PRE-SUIT SETTLEMENT DEMAND & NOTICE OF INTENT TO FILE VERIFIED FEDERAL COMPLAINT — Chavon Jenea Wrighht (ID: W24672939 | OCR Case No. 05-26-2347 | DOJ Ref. 766398-JVT)
|---|
Dear President Herzing and Office of General Counsel:

Please take notice that the attached Verified Federal Complaint has been prepared for filing in the United States District Court for the Middle District of Florida (Ocala Division), asserting claims under Section 504 (29 U.S.C. § 794), ADA Title III & Title V (42 U.S.C. §§ 12182, 12203), 42 U.S.C. § 1981, Wis. Stat. §§ 100.18, 895.446 (Treble Fraud), 146.84 ($25,000/Violation Medical Privacy), Fla. Stat. §§ 501.204/501.2077 (FDUTPA), 817.41 (Misleading Advertising Punitive Damages), and Florida/Wisconsin educational contract law (*Sharick v. Southeastern Univ.*, 780 So. 2d 136; *Hoffman v. Red Owl Stores*, 26 Wis. 2d 683).

To afford Herzing University one final opportunity to mitigate its multi-hundred-thousand-dollar exposure under *Sharick*, statutory treble/exemplary multipliers, and **eight mandatory prevailing-party attorney-fee-shifting statutes** prior to the November 2, 2026 Fall Session B start date, Ms. Wright hereby offers to resolve the immediate academic and equitable components (or enter global pre-suit mediation) upon execution of the following **Five-Point Equitable & Financial Resolution** on or before **October 28, 2026 at 5:00 PM EDT**:

1. **Immediate Reinstatement & Program Transfer to MS-HHS (21 Credits Satisfied / 10 Credits Remaining):** Vacate the September 9, 2026 SAP dismissal (Case #00542344), apply all **21.00 completed graduate equivalency/transfer credits** (NU 780 → HH 500, NSG 660 → HH 510, NU 730 → HH 600, NU 725 -> HH 610, NSG 524/PSY 545 → MSW 510, NSG 633 → MSW 521, PSY 624 → MSW 540), and register Ms. Wright in **HH 620 (3 cr, Fall 2026 Session B starting Nov 2, 2026)**, followed by **HH 630 (4 cr)** and **HH 690 (3 cr)** in Spring 2027 Session A for **May 2027 MS-HHS degree conferral**.
2. **Transcript & Grade Remediation:** Expunge the contested NSG 523 failure grades (or convert to non-punitive Administrative Withdrawals W / restore passing B with extension marks credited per Emilie Thompson's Aug 7, 2025 admission) and restore the earned **Grade B (81.27%)** in NU 730, reflecting a **3.55 Cumulative GPA** and **4.00 Science GPA**.
3. **Tuition Waiver for Remaining 10 MS-HHS Credits & Full Restitution/Cancellation of Contested NSG 523 Charges:** Waive all tuition and resource fees for the remaining 10.00 MS-HHS credits ($7,410–$8,250 value) and refund/return to Title IV lenders 100% of tuition and fees billed for the three unaccommodated NSG 523 enrollments.
4. **Immediate Release of Official Transcripts, Transfer Credit Evaluation, & FERPA § 99.32 Logs:** Release Ms. Wright's official transcripts, the completed Transfer Credit Evaluation referenced by Angie Zamecnik on September 14, 2026, and the complete 34 C.F.R. § 99.32 disclosure log.
5. **Compensatory Settlement Payment / Global Mediation:** Tender a pre-suit compensatory settlement payment (or agree to binding 30-day mediation with a retired federal magistrate judge) to resolve Ms.

Wright's documented consequential losses (forfeited HCA Ocala wages, 250% redundant labor, 281+ advocacy hours, medical titration costs, and May 2025 medical privacy breaches).

VIII. COMPLETE TRACEABLE EXHIBIT & REFERENCE INDEX FOR VERIFIED COMPLAINT

- **Primary HUADA Evidentiary Exhibits:** HUADA Priority Archive (priority.html) · Live Netlify Docket D2 · Academic Record with Education Options · MSN-DE to HHS Equivalency Brief · MSN-DE to HHS Credit Audit · Exhibit B: Public Zoom Transcript (21:10:05) · Exhibit C: Emilie Thompson Aug 7, 2025 Admission · Exhibit D: ProctorU Ticket #7407283 · Exhibit E: Meazure 15-Min Policy · Exhibit F: 145-Assignment Sherpath Audit · Exhibit H: Multi-Agency Spoliation Hold · 15-of-15 Ignored Filings Ledger · Zamecnik Sept 18 Teams Transcript · NU 730 Grade Alteration Screenshot · Sarah Millard Witness Declaration.
- **Controlling Judicial & Statutory Authorities:** *Liese v. Indian River County Hosp. Dist.*, 701 F.3d 334 (11th Cir. 2012) · *Sharick v. Southeastern Univ. of the Health Sciences, Inc.*, 780 So. 2d 136 (Fla. 3d DCA 2000) · *Sharick II*, 21 So. 3d 41 (Fla. 3d DCA 2009) · *Jallali v. Nova Southeastern Univ.*, 992 So. 2d 338 (Fla. 4th DCA 2008) · *Wynne v. Tufts Univ.*, 932 F.2d 19 (1st Cir. 1991) · *Dean v. Univ. at Buffalo*, 804 F.3d 178 (2d Cir. 2015) · *Guckenberger v. Boston Univ.*, 974 F. Supp. 106 (D. Mass. 1997) · *Hoffman v. Red Owl Stores, Inc.*, 26 Wis. 2d 683 (1965) · Wis. Stat. § 100.18 · Wis. Stat. § 440.52 · Fla. Stat. Ch. 1005 · Fla. Stat. § 501.211 · Fla. Stat. § 817.41.

VOL VII — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Attorney Outreach and Case Package

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Attorney Outreach and Case Package (Google Docs Live Edition) | **Scope:** Cold Intake Script, Partner Transmittal, 8-Statute Fee-Shifting Valuation Sheet & Arbitration Carve-Out Brief

INITIAL ATTORNEY OUTREACH, FEE-SHIFTING PITCH & CONTINGENCY CASE PACKAGE

Prepared From the Perspective of Prospective Client Chavon Jenea Wright for Transmission to Civil Rights, Higher Education, & Consumer Fraud Plaintiffs' Counsel

Prospective Plaintiff: Chavon Jenea Wright, M.S. (Forensic Psychology), B.S., A.A., A.S., A.G.S. · Ocala (Marion County), Florida · (352) 300-5416 · chavon.wright@gmail.com

Target Defendant: Herzing University, Inc. (Milwaukee / Madison, Wisconsin; operating in Florida; OPE ID: 00962100)

Companion Project Volumes:

- Verified Federal Complaint & Pre-Suit Demand · Legal & Statutory Damages Compendium · Career & Education Pathways · Program Comparison · MSNDE to HHS Gemini Notebook

SECTION 1: WHY PLAINTIFFS' ATTORNEYS TAKE CASES ON CONTINGENCY / FEE-SHIFTING — EXECUTIVE INTAKE STRATEGY

When reaching out to private civil rights, education, or consumer-fraud litigators, the single greatest mistake prospective clients make is sending a 20-page narrative email without highlighting **fee-shifting statutes**, **written**

admissions of liability, **quantified collectable damages**, and **organized discovery**. This package gives you three tailored instruments:

1. **Template A (Short Web-Form / Cold-Email Pitch — Under 350 Words):** Designed to pass initial paralegal/intake screening and fit inside law firm website contact boxes (which often cap submissions at 1,500–2,500 characters).
2. **Template B (Comprehensive Partner Memorandum & Transmittal Email):** Designed to send once an intake coordinator or partner replies asking for your case summary and exhibits.
3. **Supplemental Counsel Annexes (Included in Sections 4–6 Below):**

- **One-Page Fee-Shifting & Damages Valuation Sheet** (showing 8 mandatory statutory fee-shifting hooks and $330,000–$2,000,000+ in statutory/compensatory exposure);
- **Pre-Built "Smoking-Gun" Evidentiary Table** (so counsel sees that 181+ hours of bates-indexed discovery work is already done for them at wrighthuada.netlify.app); and
- **Arbitration Clause Carve-Out & Unconscionability Brief** (pre-answering the #1 defense question every higher-ed attorney asks at intake).

SECTION 2: TEMPLATE A — SHORT INITIAL OUTREACH (FOR LAW FIRM WEB FORMS & COLD EMAILS)

Subject Line: FEE-SHIFTING CASE INQUIRY: Written University ADA Admission + Recorded Appeal Predetermination + *Sharick* Lost Earning Capacity (Wright v. Herzing University, Inc.)

Dear Intake Counsel / Civil Rights & Higher Education Litigation Team:

I am a graduate student in Marion County, Florida (holding a 2024 M.S. in Forensic Psychology and a 4.00 Science / 3.55 Corrected Cumulative GPA at Herzing University) seeking contingency/fee-shifting representation against Herzing University, Inc. (a solvent Wisconsin corporation operating in Florida) for federal civil rights violations, breach of educational contract under *Sharick v. Southeastern University*, 780 So. 2d 136 (Fla. 3d DCA 2000), and deceptive trade practices (Fla. Stat. §§ 501.204, 817.41; Wis. Stat. §§ 100.18, 895.446, 146.84).

Why This Case Is Trial- and Settlement-Ready on Day One:

1. **Written Admission of Liability by Defendant's ADA Coordinator (Exhibit C):** On August 7, 2025, Herzing's ADA/Title IX Coordinator admitted in writing that the accommodation notices sent to my faculty were *"flawed"* and confirmed that assignments submitted within my approved extension window *"should be graded for credit."* Despite this written admission, Herzing entered zeros (0.0) on timely extension work, dropping my grade from passing (80%+) to 73%, and billed me full tuition **three separate times** for the same course (NSG 523) while forcing me to complete **145 graded modules (250% of the 58-module peer workload)** (Exhibit F).
2. **Recorded Admission of Predetermined Appeal Denial (Sept 18, 2026 Teams Transcript):** On a recorded September 18, 2026 advising call (27:15–27:41), Student Services Director Angie Zamecnik admitted conferring with AVP Dr. Danielle Laban to pre-determine the denial of my SAP appeal (Case #00542344) *while my timely September 4, 2026 Grade Appeal was still pending*, blocking my petition to transfer my **21 completed graduate credits** into Herzing's **31-credit MS in Health and Human Services (MS-HHS)** (leaving only 10 credits for May 2027 graduation).

3. **41 Unauthorized Medical Privacy Disclosures (EthicsPoint 5):** In May 2025, Herzing broadcast 41 erroneous emails disclosing my confidential disability records to ~35 unauthorized recipients, triggering **Wis. Stat. § 146.84(1)(bm)** (**up to $25,000 per willful violation** + mandatory attorney's fees).
4. **Eight Mandatory Prevailing-Party Attorney-Fee-Shifting Statutes:** 29 U.S.C. § 794a(b) (Section 504), 42 U.S.C. § 12205 (ADA), 42 U.S.C. § 1988 (§ 1981), Fla. Stat. § 501.2105 (FDUTPA), Fla. Stat. § 817.41(6) (Misleading Advertising + Punitive Damages), Wis. Stat. § 100.18(11)(b)2, Wis. Stat. § 895.446(3)(b) (Treble Fraud), and Wis. Stat. § 146.84.
5. **Fully Indexed Evidentiary Repository:** All emails, transcripts, score reports, and a draft Verified Federal Complaint are organized in a searchable online archive (HUADA Evidentiary Archive).

May I send you our **Verified Federal Complaint Draft** and **1-Page Case Valuation Sheet** for a brief conflict check and intake consultation?

Respectfully,

Chavon Jenea Wright, M.S., B.S.
Ocala, Florida · (352) 300-5416 · chavon.wright@gmail.com

SECTION 3: TEMPLATE B — COMPREHENSIVE PARTNER TRANSMITTAL LETTER & CASE BRIEFING

Subject Line: CONFIDENTIAL ATTORNEY-CLIENT INTAKE PACKET: *Chavon J. Wright v. Herzing University, Inc.* — Verified Complaint Draft, Smoking-Gun Admissions (Exhibits B–J), & Fee-Shifting Damages Matrix (OCR #05-26-2347 | DOJ #766398-JVT)

Dear **[Attorney Name / Managing Partner]**:

Thank you for reviewing my matter for potential representation. Please note that while I have conducted extensive factual organization and statutory research to make this file turnkey for counsel, I am seeking formal legal representation to prosecute my federal and state claims (and/or negotiate a pre-suit global settlement and equitable degree conferral prior to **November 2, 2026**).

3.1 Links to Complete Turnkey Case File & Draft Pleadings

- **Draft Verified Federal Complaint & Rule 408 Demand:** CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Verified Federal Complaint and Demand
- **Comprehensive Federal, Wisconsin, & Florida Damages Research Compendium:** CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages
- **Searchable Online Evidentiary Repository (Exhibits B–J & 17 Email Threads):** Live HUADA Evidentiary Index · Google Drive Priority Filings Index
- **21-of-31 Credit MS-HHS Equivalency & Career Audit:** Career & Education Pathways Dossier · Program Comparison Dossier

3.2 Six "Smoking-Gun" Documentary Exhibits Requiring Zero Speculative Discovery

Unlike typical student-university disputes that turn on "he-said/she-said" testimony or academic judgment deference, every element of liability in this case is established by **contemporaneous written admissions, verbatim recordings, and immutable platform logs**:

Exhibit ID & Direct Link	Document Title & Date	Legal & Evidentiary Significance
Exhibit C (Aug 7, 2025)	*ADA Coordinator Emilie Thompson Written Admission of Flawed Notices*	Express written party-opponent admission (Fed. R. Evid. 801[d][2]) that Herzing's accommodation notices were *"flawed"* and that extension-window assignments *"should be graded for credit"*—establishing actual knowledge and **deliberate indifference** under *Liese v. Indian River County Hosp. Dist.*, 701 F.3d 334 (11th Cir. 2012) and eliminating academic deference under *Wynne v. Tufts Univ.*, 932 F.2d 19 (1st Cir. 1991).
Exhibit B (July 24, 2025)	*Summer 2025 NSG 523 Public Zoom Final Exam Transcript (21:10:05)*	Verbatim timestamped transcript proving faculty proctor Leah Phillips forced a neurodivergent student into a noisy public Zoom session and interrupted her mid-exam at 21:10:05 to prohibit approved verbal processing (28 C.F.R. § 36.309).
Exhibit D & E (Nov 14–15, 2025)	*ProctorU / Meazure 6-Hour Lockout Ticket #7407283 & 15-Min Policy*	Third-party vendor ticket proving an unconfigured accommodation profile and 6-hour testing lockout, paired with Meazure's published rule mandating penalty-free rescheduling after 15 minutes.
Exhibit F (Aug 24, 2026)	*145-Assignment Sherpath Audit & 250% Workload Dossier*	Mathematical proof that Plaintiff completed **60 of 60 graded assignments (100%)** in Term 1, yet was billed 3x and forced to complete **145 graded assignments (250% of peer load = 160–190 redundant hours)** across 3 terms (34 C.F.R. § 104.43).
Sept 18, 2026 Recording	*Teams Teleconference Transcript (27:15–27:41) & Zamecnik Dossier*	Recorded admission by Student Services Director Angie Zamecnik that she conferred with AVP Dr. Laban to pre-determine appeal denial while Plaintiff's Sept 4, 2026 Grade Appeal was pending, alongside 15 of 15 Ignored EthicsPoint Filings.
Oct 9, 2026 Screenshot & Millard Witness Decl.	*NU 730 Grade Alteration Proof (81.27% B → 0) & Third-Party Witness Declaration*	Visual proof of post-submission grade alteration after instructor acknowledgment of timely completion, corroborated by independent witness declaration of Sarah Millard (Oct 10, 2026).

SECTION 4: ONE-PAGE CONTINGENCY & STATUTORY FEE-SHIFTING VALUATION SHEET FOR COUNSEL

4.1 Eight Mandatory Prevailing-Party Attorney-Fee-Shifting Statutes

Counsel representing Ms. Wright is protected by **eight independent statutory fee-shifting provisions** across federal, Florida, and Wisconsin law:

1. **Rehabilitation Act Fee-Shifting (29 U.S.C. § 794a[b]):** Reasonable attorneys' fees and litigation costs to prevailing Section 504 plaintiffs.
2. **ADA Fee-Shifting (42 U.S.C. § 12205):** Attorneys' fees, including litigation expenses and expert costs, for securing injunctive/equitable relief under Title III and Title V.
3. **Civil Rights Attorney's Fees Awards Act (42 U.S.C. § 1988[b]–[c]):** Full attorneys' fees and expert fees under 42 U.S.C. § 1981.
4. **Florida FDUTPA Fee-Shifting (Fla. Stat. § 501.2105):** Mandatory reasonable attorneys' fees and court costs for the prevailing consumer.
5. **Florida Misleading Advertising Fee-Shifting (Fla. Stat. § 817.41[6]):** Mandatory costs and reasonable attorneys' fees *plus* statutory punitive damages.
6. **Wisconsin DTPA Fee-Shifting (Wis. Stat. § 100.18[11][b]2):** Mandatory reasonable attorneys' fees belonging to the injured person upon proving pecuniary loss (State Bar of WI).
7. **Wisconsin Civil Theft by Fraud Fee-Shifting (Wis. Stat. § 895.446[3][b]):** Mandatory recovery of *"all costs of investigation and litigation"* and reasonable attorneys' fees alongside 3x treble damages.
8. **Wisconsin Patient Health Care Records Privacy Fee-Shifting (Wis. Stat. § 146.84[1][b]–[bm]):** Mandatory costs and reasonable actual attorneys' fees alongside up to **$25,000 per willful disclosure** (41 unauthorized emails).

4.2 Summary Damages Valuation Matrix ($332,100 Baseline Pecuniary to $2,500,000+ Enhanced)

- **Tier 1 — Direct Pecuniary, Restitutionary, & Past Wage Losses ($157,000 – $288,260):**
- Tuition, fee, and interest disgorgement ($28,500–$69,260) + MS-HHS obstruction differential ($13,530–$21,780);
- Forfeited HCA Ocala Nurse Tech clinical wages ($73,500–$84,000 over 21 months);
- Out-of-pocket/future psychiatric & pharmacological titration ($15,000–$85,000) + consequential vehicle/storage loss ($20,000–$50,000).
- **Tier 2 — Wasted Labor & Impaired Career Earning Capacity under Sharick, 780 So. 2d 136 ($235,200 – $634,700+):**
- 160–190 hrs redundant Sherpath labor + 281+ hrs compliance/investigation labor ($40,100–$84,700 under Wis. Stat. § 895.446[3][b] & *Hoffman*);
- 12-to-36 month delay in entering Medical & Health Services Manager ($123,860/yr), RN ($97,550/yr), WHNP-BC ($132,300/yr), and Florida Autonomous APRN (Fla. Stat. § 464.0123) ($195,100–$550,000+).
- **Tier 3 — Non-Economic, Exemplary, Treble, & Punitive Multipliers ($385,500 – $3,000,000+):**
- Emotional distress & privacy humiliation ($100,000–$500,000 under 42 U.S.C. § 1981, Wis. Stat. § 146.84, & 42 U.S.C. § 12188[b][2][B]);
- Statutory Treble Fraud (Wis. Stat. § 895.446[3][c], $85,500–$207,780), Willful Medical Privacy Penalties (Wis. Stat. § 146.84[1][bm], up to $25,000/violation x 41 emails), Disabled Consumer Penalties (Fla. Stat. §

501.2077, $15,000/violation), and Punitive Damages (42 U.S.C. § 1981, Fla. Stat. § 817.41(6), Fla. Stat. § 768.73, Wis. Stat. § 895.043).

SECTION 5: SUPPLEMENTAL LEGAL MEMORANDUM FOR COUNSEL — DEFEATING OR LEVERAGING MANDATORY ARBITRATION CLAUSES (34 C.F.R. § 685.300)

Because for-profit and private career colleges frequently insert arbitration clauses into enrollment agreements, Plaintiff has prepared the following four-point brief for intake counsel:

1. **Federal Title IV Prohibition on Pre-Dispute Arbitration Clauses for Borrower Defense Claims (34 C.F.R. § 685.300[e]–[f]):** Under the U.S. Department of Education's Title IV Program Participation Agreement regulations (reinstated and enforced per Project on Predatory Student Lending — Borrower Defense), institutions participating in the Direct Loan program are prohibited from relying on any pre-dispute arbitration agreement with respect to any aspect of a claim that relates to the making of a Direct Loan or the provision of educational services for which the loan was provided (Borrower Defense, 34 C.F.R. § 685.401).
2. **Waiver & Default via 18-Month Refusal to Engage Internal Dispute Channels:** Under both 11th Circuit and 7th Circuit precedent, a party waives or defaults on contractual dispute-resolution prerequisites when it refuses to process **15 out of 15 internal grievances and EthicsPoint filings** (15-of-15 Ignored Ledger).
3. **Carve-Out for Emergency Preliminary Injunctive & Evidence Preservation Relief:** Even where an arbitration clause is invoked, federal courts in the Middle District of Florida retain jurisdiction to issue **preliminary injunctions and evidence-preservation orders** to maintain the status quo pending arbitration.
4. **Arbitration Fee Leverage Against Herzing:** Even if any non-Borrower-Defense claim were referred to AAA/JAMS consumer arbitration, under AAA Consumer Arbitration Rules Herzing must pay **100% of the arbitrator's compensation and administrative filing fees ($3,500–$15,000+ upfront)** while facing the exact same mandatory statutory fee-shifting (29 U.S.C. § 794a, 42 U.S.C. § 1988, Fla. Stat. § 501.2105, Wis. Stat. § 100.18) and treble/exemplary damages.

SECTION 6: VETTED DIRECTORY OF LEGAL RESOURCES, BAR REFERRAL PANELS, & ADVOCACY ORGANIZATIONS (ALREADY IDENTIFIED & NEWLY IDENTIFIED)

Organization / Resource Name	Jurisdiction & Specialization	Contact Portal, Phone, & Address	Strategic Role in Chavon Wright's Case
1. Project on Predatory Student Lending (PPSL) *(Newly Identified National Powerhouse)*	**National / Federal Higher Education & Borrower Defense Litigation**	PPSL Borrower Defense Portal · PPSL Contact · PPSL Cases	Leading national legal organization litigating against predatory colleges (*Sweet v. McMahon*, *Bauer v. DeVos*); ideal for **Borrower Defense discharge & systemic Title IV enforcement**.
2. National Student Legal Defense Network (Student Defense) *(Newly Identified)*	**National Higher Education Civil Rights & Consumer Protection**	Student Defense Contact · Cases · info@defendstudents.org · (202) 734-7495 · 1701 Rhode Island Ave. NW, Washington, DC 20036	Non-profit 501(c)(3) litigating student civil rights, false advertising, and federal higher-education enforcement actions.

Organization / Resource Name	Jurisdiction & Specialization	Contact Portal, Phone, & Address	Strategic Role in Chavon Wright's Case
3. Community Legal Services of Mid-Florida (CLSMF) — Ocala Office & Volunteer Lawyers Project *(Newly Identified Local Marion County Resource)*	**Marion County / Ocala Civil Legal Aid & Pro Bono Referral**	CLSMF Justia Profile · Stateside Legal · 1610 SE 36th Ave., Ocala, FL 34471 · **(352) 629-0105**	Local Ocala legal aid office and **Volunteer Lawyers Project** placing Marion County residents with pro bono civil rights, consumer, and education attorneys.
4. The Florida Bar Lawyer Referral Service (LRS) *(Newly Identified)*	**State of Florida Civil Rights, Education, Contract (Sharick), & FDUTPA Panels**	Florida Bar LRS Portal · LRS Rules · **1-800-342-8011**	Connects Florida plaintiffs with pre-screened private trial counsel in Marion County / Middle District of Florida (Ocala Division) for low-cost initial consultations and contingency review.
5. State Bar of Wisconsin Lawyer Referral & Information Service (LRIS) *(Newly Identified Headquarters Forum Resource)*	**State of Wisconsin (Wis. Stat. §§ 100.18, 895.446, 146.84) Litigation**	WisBar I Need a Lawyer · WisBar Home · **1-800-362-9082** / (608) 257-4666	Connects plaintiffs with Milwaukee and Madison trial attorneys experienced in suing Wisconsin corporations under Wis. Stat. § 100.18 (WisBar DTPA Guide) and § 146.84.
6. Disability Rights Florida (DRF) & Disability Rights Wisconsin (DRW) *(Federally Mandated P&A Systems)*	**Federal Protection & Advocacy (P&A) Systems for Section 504 / ADA Enforcement**	**DRF:** 1-800-342-0823 (Tallahassee / Statewide FL)**DRW:** 1-800-928-8778 (Madison / Milwaukee, WI)	Federally funded statutory protection and advocacy agencies empowered to investigate postsecondary Section 504/ADA Title III violations and provide direct legal advocacy or referrals.
7. A Students' Lawyer / National Higher Ed Disability Litigation Authorities *(Already Identified in Research)*	**Specialized Postsecondary Section 504 / ADA & Nursing/Medical Dismissal Defense**	A Students' Lawyer — 504 & ADA · Wynne v. Tufts Authority Guide	Specialized practice area focusing on *Wynne v. Tufts*, *Dean v. Univ. at Buffalo*, high-stakes health-professions exam accommodations, and SAP/grade appeals.
8. U.S. District Court — Middle District of Florida (Ocala Division) Pro Se & Civil Rights Resources *(Already Identified)*	**Federal Court Venue (Golden-Collum Memorial Federal Building, 207 NW Second St., Ocala, FL 34475)**	M.D. Fla. Local Rules PDF · Clerk's Office Ocala: **(352) 369-4860**	Local federal courthouse in Ocala (minutes from Marion Oaks) with an active Federal Bar Association Civil Rights Pro Bono Appointment Program once a pro se complaint is docketed.

VOL VIII — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Pro Se Evidence Preservation Motion

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Pro Se Evidence Preservation Motion (Google Docs Live Edition) | **Scope:** FRCP 26(d)/34/37(e)/65 ESI Preservation Motion, Rule 27 Pre-Suit Petition & Ocala Filing Checklist

PRO SE EMERGENCY MOTION TO COMPEL PRESERVATION OF EVIDENCE (ESI), EXPEDITED FERPA DISCOVERY, & PRELIMINARY INJUNCTIVE RELIEF (WITH RULE 27 PRE-SUIT PETITION, SWORN DECLARATION, & PROPOSED ORDER)

Research & Pro Se Litigation Pleading Package Prepared From the Perspective of Plaintiff / Petitioner Chavon Jenea Wright

Primary Federal Venue: United States District Court for the Middle District of Florida, Ocala Division *(Golden-Collum Memorial Federal Building & U.S. Courthouse, 207 NW Second Street, Ocala, FL 34475 · Clerk's Office: 352-369-4860)*

Alternative State Pre-Suit Venue: Circuit Court of the Fifth Judicial Circuit in and for Marion County, Florida (110 NW First Ave., Ocala, FL 34475) pursuant to Fla. R. Civ. P. 1.290 & Florida Pure Bill of Discovery

Companion Project Volumes:

- Verified Federal Complaint & Demand · Attorney Outreach & Case Package · Legal & Statutory Damages Compendium · Career & Education Pathways · MSNDE to HHS Gemini Notebook

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PART I: READY-TO-FILE PRO SE FEDERAL MOTION FOR EVIDENCE PRESERVATION ORDER & EXPEDITED FERPA DISCOVERY (FRCP RULES 26[d], 34, 37[e], & 65)

UNITED STATES DISTRICT COURT
MIDDLE DISTRICT OF FLORIDA
OCALA DIVISION

CHAVON JENEA WRIGHT,
Plaintiff,

v. Case No.: 5:26-cv-_____-___-PRL

HERZING UNIVERSITY, INC.,
Defendant.

PLAINTIFF'S PRO SE EMERGENCY MOTION FOR AN ORDER COMPELLING PRESERVATION OF ELECTRONICALLY STORED INFORMATION (ESI), EXPEDITED PRODUCTION OF WITHHELD FERPA RECORDS AND AUDIT LOGS, AND PRELIMINARY INJUNCTIVE RELIEF, WITH INCORPORATED MEMORANDUM OF LAW

Pursuant to Federal Rules of Civil Procedure **26(d)(1)**, **34**, **37(e)**, and 65, the inherent equitable authority of this Court, and Middle District of Florida Local Rules 3.01 and 6.02, Plaintiff **Chavon Jenea Wright**, proceeding *pro se* (or pending appearance of retained civil rights counsel), respectfully moves this Court for immediate entry of an **Evidence Preservation and Anti-Spoliation Order** and **Order for Expedited Production of Withheld**

Educational Records against Defendant **Herzing University, Inc.** ("Herzing"), and in support thereof states as follows:

I. PRELIMINARY STATEMENT & IMMINENT THREAT OF SPOLIATION

1. **Why Immediate Judicial Intervention Is Required:** Prior to seeking judicial relief, Plaintiff exhausted every non-judicial avenue to preserve the evidentiary record and obtain her own statutory educational records under the **Family Educational Rights and Privacy Act (FERPA, 20 U.S.C. § 1232g; 34 C.F.R. §§ 99.10, 99.20, 99.32)**. Between December 2025 and October 2026, Plaintiff served **multiple formal written Litigation Hold and Anti-Spoliation Directives** (Exhibit H: Multi-Agency Spoliation Hold Directive, Formal Notice of Claims, Sept 14, 2026 Interim Notice & Demand) and **repeated statutory FERPA demands** (EthicsPoint 5: FERPA Records Concealment & § 99.32 Logs, Sept 28, 2026 EthicsPoint FERPA Filing, May–Sept 2026 Email Threads).
2. **Documented Evidence Tampering, Policy Alteration, & Record Concealment by Defendant:** Rather than honor Plaintiff's self-issued preservation holds and FERPA requests, Defendant has engaged in an active pattern of record alteration, suppression, and concealment:

- **Post-Submission Gradebook Mutation (NU 730 & NSG 523):** In NU 730 (*Systems-Based Practice*), after Plaintiff timely submitted her coursework and received explicit instructor acknowledgment (earning an **81.27% Grade B**), Defendant retroactively altered the gradebook score to a zero (0.0) to manufacture a course failure (Oct 9, 2026 NU 730 Grade Alteration Screenshot). Similarly, in Summer 2026 NSG 523, Defendant entered zeros (0.0/5.0) on coursework submitted within Plaintiff's approved accommodation extension window—dropping her grade from 79.0% on August 24, 2026 to 73.0% on August 26, 2026 (NSG 523 Grade Appeal Form) in direct defiance of ADA Coordinator Emilie Thompson's August 7, 2025 written admission that extension work *"should be graded for credit"* (Exhibit C).
- **Unannounced Retroactive Catalog Alterations:** As proven in Plaintiff's longitudinal catalog audit (Catalog Evolution Audit), Defendant silently modified its online Graduate Catalog across May 2025, September 2025, and January 2026—shortening student appeal windows from **30 days to 7 days** and altering accommodation protocols mid-dispute.
- **Suppression of 15 of 15 Internal Grievances & EthicsPoint Reports:** Between March 2025 and September 2026, Defendant suppressed or ignored **15 out of 15 formal internal appeals, complaints, and EthicsPoint compliance filings** (Report Key 607735433401; EP-2025-1210; EP-2025-1219; EP-2026-0324; EP-2026-0728; EP-2026-0828; Case #00542344) with zero written investigative findings (15-of-15 Ignored Ledger, EthicsPoint Historical Ledger).
- **Refusal to Produce Mandatory FERPA 34 C.F.R. § 99.32 Disclosure Logs & Withheld Transfer Credit Evaluation:** Following the May 2–19, 2025 privacy breach in which Defendant broadcast **41 erroneous accommodation emails** to approximately **35 unauthorized recipients**, Defendant has refused to produce the mandatory 34 C.F.R. § 99.32 accounting of disclosures (EthicsPoint 5). Furthermore, on September 14, 2026, Director of Student Services Angie Zamecnik admitted in writing that Plaintiff's **Transfer Credit Evaluation** had been completed, yet continues to withhold it while terminating Plaintiff's active student portal access (Financial Injury Packet p. 3).

II. CHRONOLOGICAL INVENTORY OF PLAINTIFF'S SELF-ISSUED PRESERVATION & FERPA DEMANDS DEFIED BY DEFENDANT

Date of Notice	Instrument & Repository Link	Recipients Served	Specific Preservation & FERPA Demands Made by Plaintiff	Defendant's Response / Defiance
Dec 10–19, 2025	**Formal ADA Appeal, FERPA Grievance & Notice of Claims** (PDF)	President Renée Herzing, CAO Dr. Kitty Kautzer, COO Erik Parks, CIO Nigel Longworth, Dean Stephanie Black, ADA Coordinator Emilie Thompson, Legal Counsel	Placed executive leadership and CIO on formal notice of claims; demanded preservation of May 2025 41-email ADA broadcast logs, July 17 Proctorio failure logs, July 24 Zoom exam recording (21:10:05), and Nov 14–15 ProctorU lockout records.	Ignored and suppressed in EthicsPoint (EP-2025-1210 & EP-2025-1219); zero preservation confirmation issued.
Aug 24–30, 2026	**Exhibit H: Multi-Agency Regulatory Notice & Spoliation Hold Directive** & **145-Module Workload Audit**	Herzing Administration, Meazure Learning / ProctorU, U.S. DOJ (766398-JVT), U.S. DOE OCR (05-26-2347)	Formal legal spoliation hold demanding lockdown of all Canvas LMS SQL grade tables, Elsevier Sherpath/EAQ completion timestamps (145 modules), HESI conversion logs, and ProctorU session telemetry (Ticket #7407283).	Retaliated by dropping NSG 523 grade from 79% to 73% via unapplied extension zeros on Aug 26, 2026 and dismissing Plaintiff on Sept 9, 2026.
Sept 4–14, 2026	**Interim Notice of Unlawful Retaliation, FERPA Demand & Reinstatement Demand** (Email Compendium)	Director Angie Zamecnik, Advisor Sam Taubenheim, AVP Dr. David Steele, U.S. DOE OCR	Demanded complete educational records under 20 U.S.C. § 1232g, preservation of pending Sept 4 Grade Appeal and SAP Appeal (Case #00542344) audit trails, and production of the Transfer Credit Evaluation for the MS-HHS transition.	On Sept 14, 2026, Zamecnik cut off advisor access, confirmed the Transfer Credit Evaluation was completed but withheld it, and refused to reverse the predetermined dismissal.
Sept 18–28, 2026	**EthicsPoint Filing 1: FERPA Violations & Records Concealment** & **Sept 18 Teams Transcript**	Herzing Compliance, President Herzing, AVP Dr. Danielle Laban, Director Angie Zamecnik	Demanded production of the 34 C.F.R. § 99.32 disclosure log for the 41 unauthorized accommodation emails and preservation of all back-channel communications between Zamecnik and Laban predetermining appeal outcomes (27:15–27:41).	Suppressed without production of the § 99.32 log or internal emails.

Date of Notice	Instrument & Repository Link	Recipients Served	Specific Preservation & FERPA Demands Made by Plaintiff	Defendant's Response / Defiance
Oct 5–10, 2026	EthicsPoint 5: Security, Misuse of Data & FERPA § 99.32 Logs & Millard Witness Declaration	President Renée Herzing, AVP Dr. Danielle Laban, Director Angie Zamecnik, Compliance	Renewed statutory demand for 34 C.F.R. § 99.32 access logs, Canvas SQL audit trails showing the NU 730 grade alteration (81.27% B → 0), and independent compliance review corroborated by witness Sarah Millard.	Unresolved; Plaintiff's student portal access remains restricted, creating imminent risk of routine LMS/vendor data purging.

III. MEMORANDUM OF LAW SUPPORTING EMERGENCY PRESERVATION & EXPEDITED DISCOVERY

A. This Court Possesses Broad Authority Under FRCP Rules 26(d)(1), 34, and 37(e) to Enter an Immediate Evidence Preservation Order

1. Federal courts possess both inherent equitable power and express authority under **Federal Rules of Civil Procedure 26(b), 26(d)(1), 34, and 37(e)** to issue preservation orders directing a party (and its third-party cloud/proctoring vendors) to preserve Electronically Stored Information (ESI) whenever there is a demonstrated risk that relevant digital evidence may be overwritten, altered, or purged (*Pueblo of Laguna v. United States*, 60 Fed. Cl. 133, 138 [2004]; *Treppel v. Biovail Corp.*, 233 F.R.D. 363, 370–72 [S.D.N.Y. 2006]).
2. Under the three-factor balancing test governing preservation orders, Plaintiff readily satisfies all three prongs:

- **1. Specific Concern That ESI Will Be Lost or Altered without an Order:** Plaintiff has already documented post-submission alteration of her NU 730 gradebook score (81.27% B → 0) (NU 730 Screenshot), unannounced retroactive edits to online Graduate Catalog pages (Catalog Evolution Audit), restriction of her Canvas LMS portal access upon dismissal, and third-party vendor retention schedules (ProctorU/Meazure video and WebRTC telemetry streams are routinely purged after 6–12 months absent a court order).
- **2. Irreparable Harm from Loss of the Evidence:** The Canvas LMS SQL audit logs (gradebook_history, submission_versions), Microsoft Exchange distribution logs for the May 2025 41-email privacy breach, and internal Teams/email communications between Zamecnik and Laban (Sept 18, 2026 admission) are uniquely in Defendant's possession and are central to proving **deliberate indifference** under *Liese v. Indian River County Hosp. Dist.*, 701 F.3d 334 (11th Cir. 2012) and statutory malice/willfulness under Wis. Stat. §§ 146.84, 895.446 and Fla. Stat. §§ 768.73, 817.41.
- **3. Minimal Burden on Defendant:** Locking down SQL database rows, exporting a student's Canvas/SIS audit log, and placing a legal hold on Microsoft 365 Vault and NAVEX EthicsPoint records for a single student (W24672939) requires less than two hours of routine IT administration.

B. Good Cause Exists Under FRCP Rule 26(d)(1) for Immediate Expedited Production of Plaintiff's Own Statutory FERPA Records & Transfer Credit Evaluation

1. Under **FRCP Rule 26(d)(1)**, a court may authorize expedited discovery prior to the Rule 26(f) conference upon a showing of **"good cause."** Good cause is overwhelmingly established where, as here, the plaintiff is

seeking records to which she already holds an independent federal statutory right of inspection within 45 days under **FERPA (20 U.S.C. § 1232g[a][1][A]; 34 C.F.R. § 99.10)** and **34 C.F.R. § 99.32(b)(2)** (mandatory right of a student to inspect the record of all individuals who have requested or obtained access to her education records), as well as the completed **Transfer Credit Evaluation** needed before the **November 2, 2026** academic session.

PART II: ALTERNATIVE STANDALONE PRE-SUIT PETITION UNDER FRCP RULE 27 OR FLORIDA PURE BILL OF DISCOVERY (FLA. R. CIV. P. 1.290)

(Note for Pro Se Filing: If you wish to obtain a court preservation and record-production order **before** *filing the full 10-count Verified Complaint, you may file this standalone Verified Petition in either (a) the U.S. District Court for the Middle District of Florida, Ocala Division under* **FRCP Rule 27(a)** *[misc. filing fee $52, waivable via IFP Form AO 240], or (b) the Marion County Circuit Court in Ocala as an equitable* **Pure Bill of Discovery** *and* **Fla. R. Civ. P. 1.290** *petition per Florida Pre-Suit Discovery Precedent.)*

1. **Jurisdictional Basis under FRCP Rule 27(a)(1) & Florida Pure Bill of Discovery:** Petitioner **Chavon Jenea Wright** expects to be a party to an action cognizable in a court of the United States (under 29 U.S.C. § 794, 42 U.S.C. §§ 1981, 12182, and 28 U.S.C. §§ 1331, 1332) against Respondent **Herzing University, Inc.**, but is presently awaiting formal exhaustion/mediation responses from federal oversight agencies (OCR Case No. 05-26-2347; DOJ Ref. 766398-JVT) and production of her withheld **Transfer Credit Evaluation** and **FERPA § 99.32 disclosure log** to finalize her pleading calculations.
2. **Urgent Need to Prevent Failure or Delay of Justice (FRCP Rule 27[a][3]):** Because Respondent has terminated Petitioner's active student portal credentials, altered NU 730 gradebook entries post-submission, and ignored five consecutive self-issued preservation demands, an immediate judicial order preserving Respondent's ESI and compelling production of Petitioner's statutory FERPA file is required to prevent the failure or delay of justice.

PART III: SWORN DECLARATION OF CHAVON JENEA WRIGHT (28 U.S.C. § 1746)

I, **CHAVON JENEA WRIGHT**, declare under penalty of perjury pursuant to 28 U.S.C. § 1746 as follows:

1. I am the Plaintiff/Petitioner in this matter. I reside at 597 Marion Oaks Trail, Ocala, Marion County, Florida 34473, and I have personal knowledge of the facts set forth herein.
2. Between March 14, 2025 and October 18, 2026, I submitted more than fifteen (15) formal written appeals, FERPA record requests, and evidence-preservation notices to Defendant Herzing University, Inc., all of which are indexed in the HUADA Evidentiary Archive (Live Index).
3. Specifically, on December 10, 2025 (Notice of Claims), August 24–30, 2026 (Exhibit H: Spoliation Hold Directive), September 4–14, 2026 (Interim Notice), September 28, 2026 (EthicsPoint FERPA Filing), and October 5, 2026 (EthicsPoint 5 Filing), I formally demanded in writing that Herzing preserve all electronic records and produce my complete educational records and 34 C.F.R. § 99.32 disclosure logs.
4. Despite my written preservation demands, I captured photographic/screenshot proof on October 9, 2026 (NU 730 Screenshot) showing that my timely, instructor-acknowledged submission in NU 730 (where I earned an 81.27% B) was retroactively changed to a zero (0.0).

5. Furthermore, on a recorded Microsoft Teams call on September 18, 2026 (27:15–27:41, Teams Transcript Exhibit), Student Services Director Angie Zamecnik admitted conferring with AVP Dr. Danielle Laban to pre-determine the outcome of my appeal, and on September 14, 2026 admitted in writing that my Transfer Credit Evaluation was completed while refusing to release it (Financial Injury Packet).
6. Absent an immediate Court Order compelling preservation and production, there is a grave and imminent danger that critical SQL gradebook audit logs, Microsoft 365 email/Teams logs, EthicsPoint records, and ProctorU/Meazure video/telemetry streams (Ticket #7407283) will be overwritten or destroyed.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed on October 18, 2026, in Ocala, Florida.

/s/ Chavon Jenea Wright
Chavon Jenea Wright (Student ID: W24672939)

PART IV: PROPOSED JUDICIAL ORDER COMPELLING EVIDENCE PRESERVATION & EXPEDITED FERPA PRODUCTION

UNITED STATES DISTRICT COURT
MIDDLE DISTRICT OF FLORIDA
OCALA DIVISION

CHAVON JENEA WRIGHT, *Plaintiff*, v. **HERZING UNIVERSITY, INC.**, *Defendant*.
Case No.: 5:26-cv-_____-___-PRL

[PROPOSED] ORDER GRANTING PLAINTIFF'S MOTION FOR EVIDENCE PRESERVATION AND EXPEDITED PRODUCTION OF EDUCATIONAL RECORDS

THIS CAUSE came before the Court upon Plaintiff Chavon Jenea Wright's *Emergency Motion for an Order Compelling Preservation of Electronically Stored Information (ESI) and Expedited Production of Withheld FERPA Records*. Having reviewed the Motion, the Sworn Declaration of Chavon Jenea Wright, and the contemporaneous documentary exhibits attached thereto, the Court finds good cause under Federal Rules of Civil Procedure 26(d)(1), 34, and 37(e) and **ORDERS AND ADJUDGES** as follows:

1. **Immediate Litigation Hold & Anti-Spoliation Mandate:** Defendant **Herzing University, Inc.**, its officers, employees, IT administrators, counsel, and contracted third-party vendors (specifically including **Instructure/Canvas LMS**, **Elsevier Sherpath/HESI**, **Meazure Learning / ProctorU**, **Proctorio**, and **NAVEX Global / EthicsPoint**) are **ORDERED** to immediately preserve and suspend all automatic deletion, overwriting, or purging of any Electronically Stored Information (ESI) relating to Plaintiff **Chavon Jenea Wright (Student ID: W24672939)** from August 1, 2024 to the present, including:

- (a) **Canvas LMS & SIS SQL Database Tables:** All raw database rows, audit logs, gradebook_history tables, submission_versions, instructor comments, and timestamped login/access logs for NSG 523 (Summer 2025, Fall 2025, Summer 2026), NU 730, NU 725, NU 780, NSG 660, NSG 633, NSG 524, NSG 525, NSG 522, NSG 521, NSG 520, SC 154, and SC 254;

- (b) **Remote Proctoring Video, Audio, & Telemetry Streams:** All video/audio recordings, chat logs, support tickets (Ticket #7407283), CPU/RAM/WebRTC telemetry logs, and accommodation configuration settings held by Meazure Learning / ProctorU, Proctorio, and Herzing Zoom accounts (specifically including the July 24, 2025 Zoom session proctored by Leah Phillips at 21:10:05);
- (c) **Microsoft 365 Exchange, Teams, & Calendly Records:** All internal and external emails, distribution lists, metadata, and Microsoft Teams audio/video recordings and chat messages referencing Plaintiff or W24672939 across the accounts of Renée Herzing, Dr. Kitty Kautzer, Dr. Danielle Laban, Dr. David Steele, Dr. Stephanie Black, Angie Zamecnik, Emilie Thompson, Rachel Dalmont, Sam Taubenheim, Ginger King, Brandi Wilford, and Leah Phillips—specifically including the May 2–19, 2025 broadcast of 41 accommodation emails; and
- (d) **NAVEX Global / EthicsPoint & SAP Committee Records:** Complete unredacted audit trails, assignment logs, and internal notes for EthicsPoint Report Key 607735433401, EP-2025-1210, EP-2025-1219, EP-2026-0324, EP-2026-0728, EP-2026-0828, and SAP Appeal Case #00542344.

1. **Expedited Production Within Fourteen (14) Days:** Within **fourteen (14) calendar days** of service of this Order, Defendant shall produce to Plaintiff: (a) her complete, unencumbered Official Transcript and the completed **Transfer Credit Evaluation** referenced by Director Angie Zamecnik on September 14, 2026; (b) the complete **FERPA 34 C.F.R. § 99.32 accounting of disclosures** identifying all recipients of the May 2025 accommodation emails; and (c) the exported Canvas LMS gradebook_history audit log for NU 730 and NSG 523.

DONE AND ORDERED in Chambers at Ocala, Florida, this ____ day of October, 2026.

UNITED STATES DISTRICT / MAGISTRATE JUDGE

PART V: STEP-BY-STEP PRO SE FILING & SERVICE CHECKLIST (OCALA FEDERAL COURTHOUSE)

1. **Where to File in Person or via Pro Se Web Portal:**

- **Courthouse Location: United States District Court, Middle District of Florida — Ocala Division**, Golden-Collum Memorial Federal Building & U.S. Courthouse, **207 NW Second Street, Ocala, FL 34475** (Clerk's Office Phone: **352-369-4860**; M.D. Fla. Local Rules).

1. **How to Waive the $405 Federal Filing Fee & Obtain Free U.S. Marshal Service (28 U.S.C. § 1915):**

- Because Herzing's actions caused the forfeiture of your HCA Ocala Nurse Tech wages and reduced your taxable income to **$0** (Financial Injury Packet), file **Form AO 240 (Application to Proceed in District Court Without Prepaying Fees or Costs — In Forma Pauperis)** simultaneously with your Verified Complaint and Emergency Preservation Motion.
- Once the Magistrate Judge grants In Forma Pauperis (IFP) status under **28 U.S.C. § 1915(d)** and **FRCP Rule 4(c)(3)**, the **$405.00 filing fee is waived** AND the **United States Marshals Service** is legally required to serve the Summons, Verified Complaint, and Preservation Order on Herzing University, Inc. at **zero cost to you**.

1. **Who to List for Service of Process on Form USM-285 / Summons (Form AO 440):**

- **Corporate Headquarters:** Herzing University, Inc., Attn: Renée Herzing, President / Registered Agent, 275 W. Wisconsin Ave., Suite 210, Milwaukee, WI 53203; AND
- **Florida Registered Agent:** Herzing University, Inc.'s registered agent on file with the Florida Department of State, Division of Corporations (Sunbiz.org).

VOL IX — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Supplemental Legal Appendices and Orders

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Supplemental Legal Appendices and Orders (Google Docs Live Edition) | **Scope:** Sworn 28 U.S.C. § 1746 Declaration, Proposed ESI Order, IFP/Pro Bono Counsel Motion & Borrower Defense Rider

SUPPLEMENTAL LEGAL APPENDICES, SWORN DECLARATION, PROPOSED JUDICIAL ORDERS, IFP / PRO BONO COUNSEL MOTION & BORROWER DEFENSE RIDER

Standalone Ready-to-Execute Filing Annexes Prepared From the Perspective of Plaintiff / Petitioner Chavon Jenea Wright

Primary Federal Venue: United States District Court for the Middle District of Florida, Ocala Division *(207 NW Second Street, Ocala, FL 34475 · 352-369-4860)*

Companion Project Suite:

- Verified Federal Complaint & Demand · Attorney Outreach & Case Package · Pro Se Evidence Preservation Motion · Next Steps & Two Viable Paths · Legal & Statutory Damages Compendium · MSNDE to HHS Gemini Notebook

APPENDIX 1: STANDALONE SWORN DECLARATION OF CHAVON JENEA WRIGHT (28 U.S.C. § 1746)

UNITED STATES DISTRICT COURT
MIDDLE DISTRICT OF FLORIDA
OCALA DIVISION

CHAVON JENEA WRIGHT, *Plaintiff*, v. **HERZING UNIVERSITY, INC.**, *Defendant*.
Case No.: 5:26-cv-_____-___-PRL

DECLARATION OF CHAVON JENEA WRIGHT PURSUANT TO 28 U.S.C. § 1746 IN SUPPORT OF VERIFIED COMPLAINT, EMERGENCY MOTION FOR EVIDENCE PRESERVATION, AND MOTION TO PROCEED IN FORMA PAUPERIS

I, CHAVON JENEA WRIGHT, hereby declare under penalty of perjury pursuant to 28 U.S.C. § 1746 as follows:

1. **Personal & Academic Standing:** I am an adult resident of Marion Oaks, Ocala, Marion County, Florida (597 Marion Oaks Trail, Ocala, FL 34473), and the Plaintiff in this action. I hold three Associate degrees from Lane Community College (2019, 4.10 GPA, President's List), a Bachelor of Science in Integrative Studies from

Eastern Oregon University (2021, 3.30 GPA, Dean's List), and a conferred **Master of Science in Forensic Psychology** from Southern New Hampshire University (2024), and I have earned **40.00 semester credits** at Defendant Herzing University with a **4.00 Foundational Science GPA** (SC 154 Anatomy & Physiology I [Grade A] and SC 254 Anatomy & Physiology II [Grade A]) and a **3.55 Corrected Cumulative GPA** (Comprehensive Academic Record, Credit Audit).

2. **Documented Disabilities & Approved Testing Modifications:** On March 14, 2025, I submitted formal medical documentation to Defendant establishing clinically diagnosed Attention-Deficit/Hyperactivity Disorder (ADHD), Generalized Anxiety Disorder (GAD), Major Depressive Disorder (MDD), and Autism Spectrum Disorder (Level 1, ICD-10 F84.0), requiring **200% extended testing time**, a **private distraction-reduced testing environment permitting verbal processing**, and a **48-to-72-hour submission extension window** (Notice of Claims).
3. **Chronological Record of Institutional Violations, FERPA Disclosures, & Evidence Tampering:**

- **May 2–19, 2025 (41 Unauthorized Medical Privacy Disclosures):** Defendant's ADA Office transmitted **41 separate erroneous accommodation emails** containing my confidential disability information to approximately **35 unauthorized recipients** with whom I had no academic relationship, and has refused to produce the mandatory **34 C.F.R. § 99.32 accounting of disclosures** (EthicsPoint 5 Filing).
- **July 24, 2025 (Public Zoom Verbal-Processing Prohibition):** During my Summer 2025 NSG 523 final examination, Defendant forced me into an unmonitored public Zoom room where faculty proctor Leah Phillips interrupted me at timestamp 21:10:05 and prohibited my approved verbal-processing accommodation (Exhibit B: Zoom Transcript).
- **August 7, 2025 (Written Admission of Flawed Notices by ADA Coordinator):** Defendant's ADA/Title IX Coordinator Emilie Thompson admitted in writing that Defendant's accommodation notices were *"flawed"* and confirmed that coursework submitted within my approved extension window *"should be graded for credit"* (Exhibit C: Thompson Admission).
- **November 14–15, 2025 (6-Hour ProctorU Lockout & Denial of Hybrid Campus Testing):** Due to Defendant's failure to configure my accommodation profile, I endured a 6-hour technical lockout on ProctorU (Meazure Ticket #7407283) (Exhibit D), violated Defendant's vendor's 15-minute rescheduling rule (Exhibit E), and when I requested in-person testing at a regional campus pursuant to Herzing's published **Catalog Hybrid Policy**, AVP Dr. Danielle Laban summarily denied my request (Financial Injury Packet).
- **Summer 2025 – Summer 2026 (250% Disparate Workload & Triple Tuition Billing):** Despite completing **100% of all 60 graded assignments** in Summer 2025 NSG 523, Defendant billed me full tuition three separate times and forced me to complete **145 discrete graded assignments (250.0% of the 58-assignment peer baseline = 160 to 190 redundant hours)** (Exhibit F: 145-Assignment Audit, 250% Workload Dossier).
- **August 26 – October 9, 2026 (Post-Submission Grade Alterations & Predetermined Dismissal):** Defendant entered zeros on timely extension coursework in NSG 523 (dropping my grade from 79% to 73%), retroactively altered my instructor-acknowledged passing grade in NU 730 (81.27% B) to a zero (Oct 9 Screenshot), suppressed **15 out of 15 internal appeals and EthicsPoint filings** (15-of-15 Ledger), and issued a predetermined SAP dismissal (Case #00542344) on September 9, 2026 while my September 4, 2026 Grade Appeal was pending—as admitted by Director Angie Zamecnik on a recorded Microsoft Teams call on September 18, 2026 (27:15–27:41, Teams Transcript).

1. **Prior Self-Issued Preservation & FERPA Demands Defied by Defendant:** I personally served formal written preservation holds and FERPA record demands on Defendant on December 10, 2025, August 24–30, 2026 (Exhibit H: Spoliation Hold), September 4–14, 2026 (Interim Notice), September 28, 2026 (EthicsPoint FERPA Filing), and October 5, 2026 (EthicsPoint 5). Defendant has refused to produce the § 99.32 log or my completed Transfer Credit Evaluation.
2. **Financial Hardship Supporting In Forma Pauperis (28 U.S.C. § 1915) Relief:** As a direct result of Defendant's delays and academic obstruction, I lost my secured Nurse Tech position at HCA Ocala, reducing my taxable earnings to **$0.00**, causing the repossession of my vehicle and the loss of my personal storage unit, and requiring reliance on state food assistance (Financial Injury Packet).

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.
Executed on October 18, 2026, in Ocala, Marion County, Florida.

/s/ Chavon Jenea Wright
Chavon Jenea Wright (Student ID: W24672939)

APPENDIX 2: MOTION FOR LEAVE TO PROCEED *IN FORMA PAUPERIS* (28 U.S.C. § 1915[a]), U.S. MARSHAL SERVICE (FRCP RULE 4[c][3]), & APPOINTMENT OF PRO BONO COUNSEL (28 U.S.C. § 1915[e][1])

UNITED STATES DISTRICT COURT
MIDDLE DISTRICT OF FLORIDA
OCALA DIVISION

CHAVON JENEA WRIGHT, *Plaintiff*, v. **HERZING UNIVERSITY, INC.**, *Defendant*.
Case No.: 5:26-cv-_____-___-PRL

PLAINTIFF'S MOTION TO PROCEED IN FORMA PAUPERIS, FOR UNITED STATES MARSHAL SERVICE OF PROCESS, AND FOR APPOINTMENT OF PRO BONO CIVIL RIGHTS COUNSEL PURSUANT TO 28 U.S.C. § 1915(e)(1)

Plaintiff **Chavon Jenea Wright**, pursuant to **28 U.S.C. § 1915(a), (d), and (e)(1)**, **Federal Rule of Civil Procedure 4(c)(3)**, and the Middle District of Florida Civil Rights Pro Bono Appointment Plan, respectfully moves this Court for an Order:

1. **Granting Leave to Proceed In Forma Pauperis (28 U.S.C. § 1915[a]):** Waiving the $405.00 civil filing fee based on Plaintiff's accompanying Sworn Financial Affidavit (Form AO 240), which establishes that Defendant's wrongful conduct caused the loss of Plaintiff's HCA Ocala clinical employment and reduced her gross taxable income to **$0.00**;
2. **Directing Service of Process by the United States Marshals Service (28 U.S.C. § 1915[d] & FRCP Rule 4[c][3]):** Directing the Clerk to issue Summonses and the United States Marshal to serve the Verified Complaint, Summons, and Emergency Evidence Preservation Order upon Defendant Herzing University, Inc.; and
3. **Appointing Pro Bono Trial Counsel from the Middle District of Florida Federal Bar Panel (28 U.S.C. § 1915[e][1]):** Exceptional circumstances warrant appointment of counsel under *Ulmer v. Chancellor*, 691 F.2d 209, 213 (5th Cir. 1982) and *Bass v. Perrin*, 170 F.3d 1312, 1320 (11th Cir. 1999) because: (a) Plaintiff's claims are supported by written party-opponent admissions (Exhibit C) and recorded admissions (Sept 18 Teams

Transcript); (b) the case involves multi-jurisdictional electronic discovery (Canvas SQL databases and ProctorU telemetry) and expert actuarial testimony on lost earning capacity under *Sharick v. Southeastern University*, 780 So. 2d 136 (Fla. 3d DCA 2000); and (c) **eight mandatory statutory fee-shifting provisions** (29 U.S.C. § 794a[b], 42 U.S.C. §§ 1988, 12205, Fla. Stat. §§ 501.2105, 817.41[6], Wis. Stat. §§ 100.18, 895.446, 146.84) ensure appointed counsel can recover full market-rate statutory fees from Defendant upon prevailing.

APPENDIX 3: STANDALONE FEDERAL BORROWER DEFENSE (34 C.F.R. § 685.401) & TITLE IV TRANSCRIPT-RELEASE (34 C.F.R. § 668.14[b][33]) LEGAL RIDER

(Attach this Rider directly to your online submission at StudentAid.gov Borrower Defense / PDF Application and to your FSA Enforcement Complaint.)

STATUTORY & REGULATORY GROUNDS FOR 100% LOAN DISCHARGE, REFUND OF PRIOR PAYMENTS, & IMMEDIATE TRANSCRIPT / TRANSFER EVALUATION RELEASE

- **Borrower / Complainant:** Chavon Jenea Wright (Student ID: W24672939 | OCR Case No. 05-26-2347 | DOJ Ref. 766398-JVT)
  |---|240392`, Milwaukee/Madison, WI)
- **1. Actionable Grounds Under 34 C.F.R. § 685.401(b)(1)–(4) & 34 C.F.R. § 685.206:**
- **Substantial Misrepresentation (§ 685.401[b][1]):** Herzing marketed its online/hybrid MSN-DE program to Florida residents (Herzing Florida MSN-DE) as offering *"flexible scheduling," "individualized accessibility support," "hybrid campus access,"* and *"QuickPaths stackable transferability."* In reality, AVP Dr. Danielle Laban summarily prohibited catalog-guaranteed hybrid campus testing (Financial Injury Packet Exhibit 4), ADA Coordinator Emilie Thompson admitted in writing on August 7, 2025 that faculty accommodation notices were *"flawed"* (Exhibit C), and administration blocked Plaintiff from transferring her **21 completed graduate credits** into the **31-credit MS-HHS program** (MSN-DE to HHS Equivalency Brief).
- **Breach of Contract & Triple Title IV Extraction (§ 685.401[b][3]):** Herzing billed Title IV Direct Loans **three separate times** for the exact same course (NSG 523) while forcing Plaintiff to complete **145 graded assignments (250% of the 58-assignment peer standard)** (Exhibit F) and secretly predetermining the denial of her SAP appeal (Sept 18, 2026 Zamecnik/Laban Recording, Teams Transcript).
- **2. Unlawful Withholding of Title IV-Funded Transcripts & Transfer Credit Evaluation (34 C.F.R. § 668.14[b][33] & 20 U.S.C. § 1232g):**
- Effective **July 1, 2024**, the U.S. Department of Education's Program Participation Agreement rule under **34 C.F.R. § 668.14(b)(33)** strictly prohibits any Title IV institution from withholding official transcripts for payment periods in which the student received Title IV assistance and all institutional charges were paid or included in a Title IV disbursement.
- On September 14, 2026, Director Angie Zamecnik admitted in writing that Plaintiff's **Transfer Credit Evaluation** had been completed while refusing to release it and cutting off Plaintiff's active portal access (Financial Injury Packet p. 3). Borrower demands immediate administrative enforcement compelling Herzing to release all official transcripts and evaluations and discharging 100% of all Herzing Direct Loan balances.

VOL X — CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Next Steps and Viable Paths

Cloud Source Link: CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Next Steps and Viable Paths (Google Docs Live Edition) | **Scope:** 2026–2029 Lifecycle Projection, Two Most Viable Paths Forward, Pertinent Agencies & Legal Resource Directory

MASTER NEXT-STEPS EXECUTION ROADMAP, LIFECYCLE PROJECTION & THE TWO MOST VIABLE PATHS FORWARD

Strategic Operational & Legal Execution Blueprint Prepared for Chavon Jenea Wright, M.S., B.S., A.A., A.S., A.G.S.

Location & Primary Venue: Marion Oaks / Ocala, Florida · U.S. District Court for the Middle District of Florida, Ocala Division

Complete 8-Document Master Project Suite (Indexed in MSNDE to HHS Gemini Notebook):

1. CW. 10.18. Herzing HH 630 and HH 620. Chavon Wright. Graduate Syllabus
2. CW. 10.18. Herzing MSNDE. Chavon Wright. Graduate Syllabus
3. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Program Comparison
4. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Career and Education Pathways
5. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Legal and Statutory Damages
6. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Verified Federal Complaint and Demand
7. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Attorney Outreach and Case Package
8. CW. 10.18. Herzing MSNDE to HHS. Chavon Wright. Pro Se Evidence Preservation Motion

SECTION 1: END-TO-END PROCESS PROJECTION & CHRONOLOGICAL LIFECYCLE FORECAST (OCTOBER 2026 – 2029)

1.1 Visual Decision-Tree & Lifecycle Flowchart

The diagram below maps the entire trajectory from today (**October 18, 2026**) through the **November 2, 2026 Fall Session B pivot point**, **May 2027 degree conferral**, federal litigation/settlement resolution, Phase 2 nursing/WHNP-BC completion, and the launch of your **SAEF Boutique Direct Primary Care (DPC) + 501(c)(3) Hybrid Practice**:==========

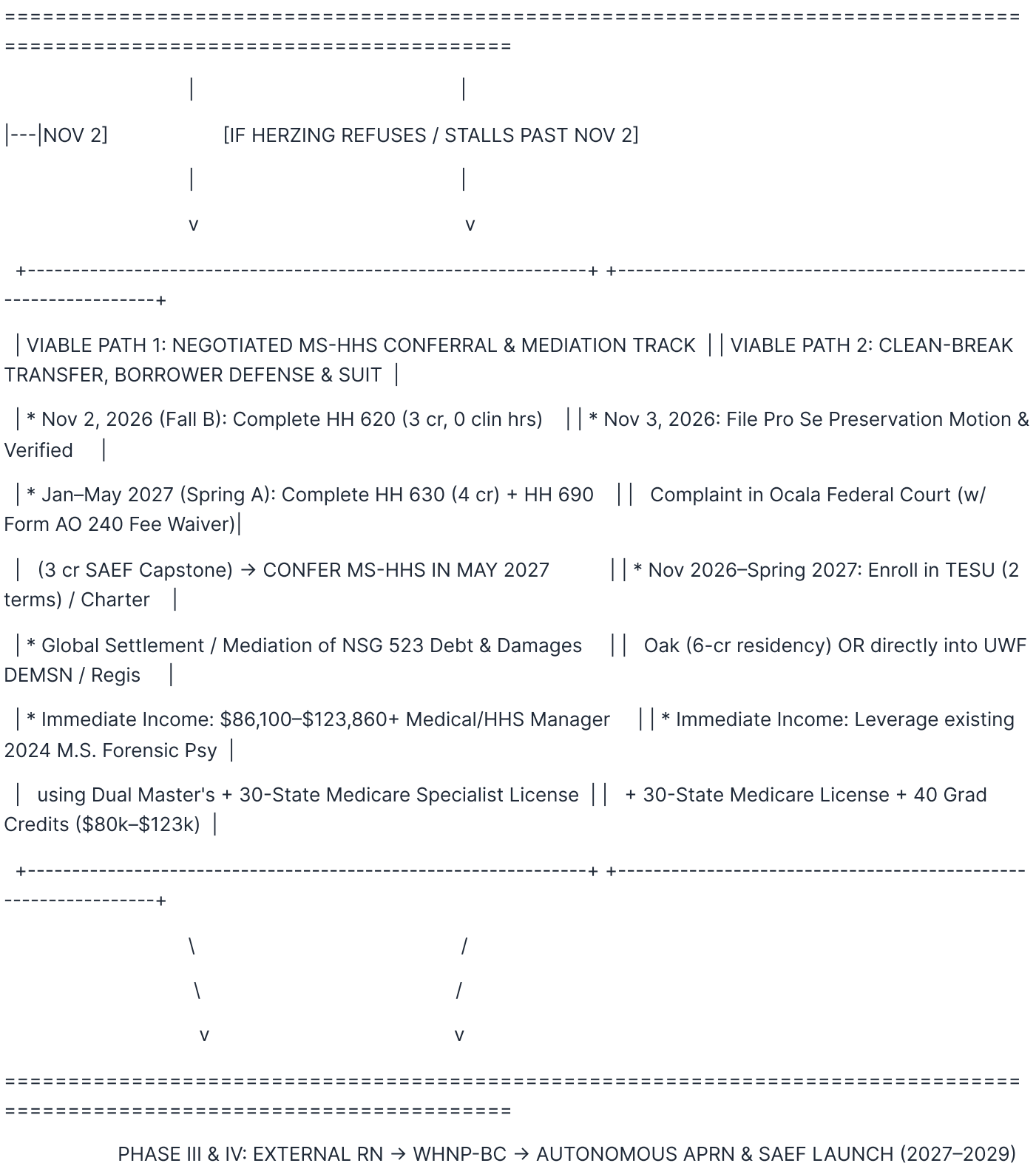
PHASE I: IMMEDIATE 14-DAY LEVERAGE WINDOW (OCT 18 – NOV 2, 2026)

[Step 1] Transmit Rule 408 Pre-Suit Demand & Verified Federal Complaint Draft to Herzing General Counsel (Oct 28 Cutoff)

[Step 2] Transmit Attorney Outreach Package (Template A/B) to Vetted FL/WI Civil Rights & PPSL/Student Defense Counsel

[Step 3] Submit 34 C.F.R. § 685.401 Borrower Defense Application on StudentAid.gov (Immediate Loan Forbearance)

[Step 4] Request OCR Case #05-26-2347 Facilitated Early Complaint Resolution (ECR) for 21-Credit MS-HHS Transfer



PHASE III & IV: EXTERNAL RN → WHNP-BC → AUTONOMOUS APRN & SAEF LAUNCH (2027–2029)

[1] Launch SAEF 501(c)(3) Survivor Arm + Secure Marion County SART MOUs + Apply for FL VOCA & OVW VAWA Grants

[2] Complete Guaranteed-Clinical External Nursing Track (UWF DEMSN, Regis DEMSN-WHNP, or FL Public ASN/ABSN → WHNP)

using already-passed 4.00 GPA SC 154/254 (A&P I/II), GSU Micro/Stats, and 15 Herzing Graduate Nursing Credits

[3] Pass NCLEX-RN (Fla. Stat. § 464.008) → Earn ANCC SANE-A & ABMDI → Pass NCC WHNP-BC Board Certification

[4] Complete 3,000 Supervised Hours → Register as Florida Autonomous APRN (Fla. Stat. § 464.0123) → Full SAEF DPC

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1.2 Granular Phase-by-Phase Projection & Probability Benchmarks (October 2026 – 2029)

Lifecycle Phase & Window	Concrete Actions Executed	Expected Institutional, Judicial, or Agency Response	Financial, Academic, & Career Milestone Achieved
Phase 1: Immediate Pre-Suit Blitz *(Oct 18 – Nov 2, 2026)*	1. Serve **Rule 408 Pre-Suit Demand & Verified Federal Complaint** (Doc 6) on Herzing General Counsel.2. Send **Attorney Outreach Package** (Doc 7) to 8–10 vetted FL/WI firms & legal aid orgs.3. Submit **Federal Borrower Defense Application** (PDF).4. File **OCR 05-26-2347 Early Complaint Resolution (ECR)** request.	*Borrower Defense:* Automatic placement of all federal student loans into **administrative forbearance** (StudentAid.gov).*Herzing General Counsel:* Faced with an 8-statute fee-shifting federal complaint and *Sharick* exposure, outside counsel must evaluate settlement vs. litigation defense costs ($150k+ in legal fees).	**Immediate Debt Relief:** Zero monthly payments or collection activity on Herzing federal loans.**Pivot Decision on Nov 2, 2026:** Either enter HH 620 (Path 1) or file in Ocala Federal Court (Path 2).
Phase 2: Judicial Preservation & Degree Completion *(Nov 2026 – May 2027)*	*If Path 1:* Complete HH 620 (Fall B), HH 630 (Spring A), and HH 690 (Spring A — SAEF Capstone).*If Path 2:* File **Pro Se Preservation Motion & Verified Complaint** (Doc 8) at the **Ocala Federal Courthouse** (207 NW Second St.) with Form AO 240 IFP waiver; enroll in TESU / Charter Oak or UWF DEMSN.	*Ocala Federal Court:* Entry of **Evidence Preservation & Expedited FERPA Production Order** within 14–30 days; U.S. Marshal service; Rule 26(f) conference; mandatory Middle District of Florida Early Mediation.*State Agencies (WI DSPS & FL CIE):* Compel production of withheld Sept 14, 2026 Transfer Credit Evaluation and official transcripts.	**May 2027 Conferral:** Confer **MS-HHS** (Path 1) or **B.S. in Health Studies / HCA** (Path 2) + unlock **$86,100–$123,860+** Medical & Health Services Manager roles.

Lifecycle Phase & Window	Concrete Actions Executed	Expected Institutional, Judicial, or Agency Response	Financial, Academic, & Career Milestone Achieved
Phase 3: Executive Income, SAEF 501(c)(3) Launch, & Settlement*(Summer 2027 – Summer 2028)*	1. Step into remote/hybrid **Medical & Health Services Manager / Managed Care Director / SART Director** role.2. Incorporate **SAEF 501(c)(3)** (Hybrid Primer), join **Marion County SART** (NSVRC Toolkit), and submit FL VOCA & OVW VAWA grants.3. Complete external prelicensure RN sequence (UWF, Regis, or FL public bridge).	*Federal Litigation / Mediation:* Following production of Canvas SQL grade-alteration logs (NU 730 & NSG 523), the May 2025 41-email § 99.32 log, and Zamecnik/Laban communications, institutional defendants typically settle prior to summary judgment/trial to avoid treble/punitive verdicts and fee-shifting.	**Monetary Recovery & Career Velocity:** Settlement/judgment recovery + full executive salary ($86k–$123k+) + **NCLEX-RN Licensure** (Fla. Stat. § 464.008).
Phase 4: Forensic & Autonomous APRN Mastery*(2028 – 2029+)*	1. Obtain **ANCC SANE-A / SANE-P** & **ABMDI** credentials.2. Pass **NCC WHNP-BC** board exam.3. Complete 3,000 supervised clinical hours under **Fla. Stat. § 464.0123** & **Fla. Admin. Code r. 64B9-4.020** to register as a **Florida Autonomous APRN** (Application PDF).	Full independent practice authority in Florida with zero supervisory physician protocol required; law-enforcement MOUs active under EVAWI Module 15 & SAKI CODIS rules.	**Full SAEF Launch:** Operating the upscale **Direct Primary Care (DPC)** women's health practice (DPC Coalition) + **501(c)(3) SAEF forensic center** ($180,000–$250,000+ annual revenue) & advancing RAINN/CHILD USA SOL-tolling legislation.

SECTION 2: THE TWO MOST VIABLE PATHS TO GET YOUR LIFE BACK ON TRACK TOWARD YOUR GOALS

To ensure you are never again held hostage by Herzing University's administrative inertia, you should pursue Viable Path 1 for exactly 10 to 14 days (through the November 2, 2026 Fall Session B start date), and if Herzing fails to execute the MS-HHS registration by November 2, 2026, immediately trigger Viable Path 2 on November 3, 2026.

2.1 VIABLE PATH 1: The Negotiated Institutional Resolution & Rapid May 2027 MS-HHS Conferral Track ("Force the 21-Credit Equivalency + Fee-Waived Finish + Phase 2 External WHNP Bridge")

- **Why This Is Path #1 (Fastest 6-Month Route to a Second Conferred Master's Degree):**

- You have already earned and paid for **21.00 of the 31.00 credits (67.74%)** required for Herzing's **Master of Science in Health and Human Services Leadership (MS-HHSL / MS-HHS)** (Program Comparison).
- Only **3 online courses (10.00 credits, 150 lecture hours, 0 clinical hours, 0 proctored webcam exams, 0 Sherpath modules)** stand between you and a conferred Master's degree in **May 2027**: **HH 620** (3 cr, Fall 2026 Session B starting Nov 2, 2026), **HH 630** (4 cr, Spring 2027 Session A), and **HH 690** (3 cr, Spring 2027 Session A — where you build the operational launch manual for **SAEF**).

- For Herzing's General Counsel, granting you a tuition-waived transfer into those 3 asynchronous online classes ($7,410 internal marginal cost of nearly $0) and discharging the contested NSG 523 balance is **infinitely cheaper** than paying outside defense counsel $150,000+ to litigate a 10-count federal lawsuit in Ocala with written ADA Coordinator admissions (Exhibit C), recorded appeal-predetermination admissions (Sept 18 Transcript), and **$550,000+ in Sharick lost-earning-capacity exposure**!

- **Exact Step-by-Step Execution for Viable Path 1:**

1. **Step 1 (Today — Oct 20, 2026):** Email the **Rule 408 Pre-Suit Settlement Demand & Verified Federal Complaint Draft** (Doc 6) to President Renée Herzing (rherzing@herzing.edu), AVP Dr. David Steele (dsteele@herzing.edu), AVP Dr. Danielle Laban, Director Angie Zamecnik (azamecnik@herzing.edu), and Herzing's General Counsel, setting an **October 28, 2026 at 5:00 PM EDT deadline** to confirm registration in HH 620 for the November 2, 2026 Session B start.
2. **Step 2 (Simultaneous OCR & Regulatory Leverage — Oct 20–22, 2026):** Upload the **Verified Federal Complaint Draft** and **21-Credit MS-HHS Equivalency Audit** to your active **U.S. Department of Education OCR Case No. 05-26-2347** investigator and formally request **OCR Facilitated Early Complaint Resolution (ECR)**—notifying OCR that 34 C.F.R. § 104.44(a) (Course Substitution) can be immediately satisfied by enrolling you in HH 620 on November 2, 2026.
3. **Step 3 (Nov 2, 2026 – May 2027):** Complete HH 620, HH 630, and HH 690 (100% written strategic/grant/capstone projects natively in Canvas), confer your **MS-HHS in May 2027**, step into an **$86,100–$123,860+** Medical & Health Services Manager role, and use your unencumbered transcripts (including SC 154/254 [4.00 GPA] and 15 graduate nursing credits) to enter **UWF Direct-Entry MSN** or **Regis College DEMSN-WHNP** in Fall 2027.

2.2 VIABLE PATH 2: The Immediate Clean-Break External Transfer, Borrower Defense Loan Discharge, & Federal Litigation Track ("Zero Reliance on Herzing + 100% Loan Discharge + Ocala Federal Lawsuit + External Degree/WHNP Bridge")

- **Why This Is Path #2 (Total Independence if Herzing Refuses to Cooperate by November 2, 2026):**

- **Crucial Strategic Realization:** You **already hold a conferred Master of Science in Forensic Psychology (SNHU, 2024)**, a **Bachelor of Science in Integrative Studies (EOU, 2021)**, **Three Associate Degrees (Lane CC, 2019, 4.10 GPA)**, **119 undergraduate science credits (GSU/SSU)**, an active **30-State Medicare Specialist License**, and executive leadership experience at **RAINN (DoD Survivor Services Assistant Manager)** and **Fundamental Human Wrights, Inc.** (Comprehensive Academic Record).
- That means **you do NOT need Herzing's permission to work as a Medical & Health Services Manager ($123,860 median) or Social & Community Service Manager ($80,390–$86,100) right now**, nor do you need Herzing to enter an external nursing/WHNP program or confer a fast-track Health Sciences/Health Care Administration degree!

- **Exact Step-by-Step Execution for Viable Path 2:**

1. **Step 1 — Financial Liberation via Federal Borrower Defense (34 C.F.R. § 685.401):** Submit your **Federal Borrower Defense to Repayment Application** (PDF Application) attaching your **Verified Federal Complaint Draft** (Doc 6), **Financial Injury Packet** (Exhibit 4), and **250% Workload Audit** (Workload Dossier). Your federal

student loans are immediately placed into **administrative forbearance** (StudentAid.gov) pending 100% discharge and refund of prior payments.

2. **Step 2 — Judicial Evidence Lockdown & Affirmative Damages Lawsuit in Ocala Federal Court:** On **November 3, 2026**, file the **Verified Federal Complaint** (Doc 6) and **Pro Se Emergency Evidence Preservation Motion** (Doc 8) at the **Ocala Federal Courthouse** (207 NW Second St., Ocala, FL 34475) with **Form AO 240** (28 U.S.C. § 1915 fee waiver)—or through retained contingency counsel from your outreach blitz. This immediately compels preservation of Canvas SQL logs, ProctorU telemetry, and the § 99.32 FERPA logs, and forces Herzing to defend a **$332,100 to $2,500,000+** federal action in your hometown courthouse.
3. **Step 3 — Immediate External Academic & Nursing Progression (Zero Lost Time):**

- **Track 2A (Immediate External Direct-Entry MSN / WHNP Bridge):** Apply directly to **University of West Florida (UWF) Direct-Entry MSN** (~$384/cr FL resident), **Regis College Accelerated Direct-Entry MSN (WHNP Track)**, or a **Florida Public Fast-Track ASN/ABSN → WHNP Bridge**. If Herzing attempts to withhold your Herzing transcript (8 cr of SC 154/254 A&P I/II), note that under the **U.S. Department of Education's July 1, 2024 Title IV Transcript Withholding Ban (34 C.F.R. § 668.14[b][33])**, an institution is **strictly prohibited from withholding transcripts for credits paid for with Title IV federal student aid**!
- **Track 2B (Fast-Track Second Health Administration / Health Studies Degree from the Six-School Matrix):** Simultaneously transfer your 250+ earned credits into **Charter Oak State College (B.S. in Health Care Administration / Health Studies)** (only **6 residency credits** required at $329/cr = **~$2,574**) or **Thomas Edison State University (TESU B.S. in Health Studies)** (2 flat-rate terms = **~$6,972–$9,122**).

2.3 Side-by-Side Strategic Comparison Matrix: Viable Path 1 vs. Viable Path 2

Comparison Dimension	VIABLE PATH 1: Negotiated Herzing MS-HHS Conferral + Phase 2 External WHNP	VIABLE PATH 2: Clean-Break External Transfer + Borrower Defense + Ocala Federal Lawsuit
Trigger Condition & Timeline	Triggered if Herzing accepts the Rule 408 Demand / OCR ECR by **Oct 28 – Nov 2, 2026** and registers you in HH 620 for Fall Session B.	Triggered automatically on **Nov 3, 2026** if Herzing refuses or stalls registration in HH 620 past the Fall Session B start date.
Immediate Academic Path (Nov 2026 – May 2027)	Complete **10 remaining credits** (HH 620 [3 cr], HH 630 [4 cr], HH 690 [3 cr]) 100% online at Herzing → **Confer MS-HHS in May 2027**.	Confer **B.S. in Health Care Admin / Health Studies** at Charter Oak (6-cr residency) or TESU AND/OR enter UWF DEMSN / Regis DEMSN-WHNP.
Handling of Herzing Debt & Tuition	Negotiated **100% tuition waiver** for the 10 MS-HHS credits ($7,410–$8,250) + **cancellation/refund** of the 3 contested NSG 523 enrollments.	**Federal Borrower Defense (34 C.F.R. § 685.401)** places all Herzing loans in immediate forbearance toward **100% federal loan discharge & refund**, plus court-ordered disgorgement.

Comparison Dimension	VIABLE PATH 1: Negotiated Herzing MS-HHS Conferral + Phase 2 External WHNP	VIABLE PATH 2: Clean-Break External Transfer + Borrower Defense + Ocala Federal Lawsuit
Monetary Damages Recovery	Pre-suit / mediated compensatory settlement for forfeited HCA Ocala wages, 250% redundant labor, medical titration, and May 2025 privacy breaches.	Full federal litigation in **Ocala Division (M.D. Fla.)** pursuing **$332,100 to $2,500,000+** under *Sharick*, 42 U.S.C. § 1981, Section 504, Wis. Stat. §§ 100.18, 895.446, 146.84, and Fla. Stat. §§ 501.211, 817.41.
Immediate Career & Income Trajectory	Leverage conferred **M.S. Forensic Psychology (2024) + MS-HHS (May 2027) + 30-State Medicare License** for **$86,100–$123,860+** Medical & Health Services Manager roles.	Immediately leverage already-conferred **M.S. Forensic Psychology (2024) + 30-State Medicare License + 40 Grad Nursing/Health Credits** for **$80,390–$123,860+** management/compliance roles while completing external nursing/WHNP.
Long-Term RN → WHNP-BC -> SAEF Goal	Identical destination: Enter external guaranteed-clinical RN/WHNP program in 2027 → **NCLEX-RN → ANCC SANE-A & ABMDI → NCC WHNP-BC → FL Autonomous APRN (Fla. Stat. § 464.0123) → SAEF DPC + 501(c)(3)**.	Identical destination: Starts external RN/WHNP bridge immediately in 2027 using 34 C.F.R. § 668.14(b)(33) transcript-release mandate + court preservation/production order.

SECTION 3: MOST PERTINENT AGENCIES & EXACT OUTREACH MATRIX FOR EACH PATH

Agency & Jurisdiction	Active Docket / Statutory Authority	Relevance to Path 1 vs. Path 2	Concrete Next-Step Outreach Action
1. U.S. Dept. of Education — Office for Civil Rights (OCR)	**Active Docket: OCR Case No. 05-26-2347**29 U.S.C. § 794; 34 C.F.R. §§ 104.7, 104.43, 104.44 (ED Section 504 FAQ)	**Critical for Path 1 & Path 2:** OCR can broker **Early Complaint Resolution (ECR)** to force the 21-credit MS-HHS transfer (Path 1) or issue formal findings of non-compliance supporting federal litigation & Borrower Defense (Path 2).	Transmit **Supplemental Evidentiary Notice** attaching the **Sept 18, 2026 Zamecnik Recording Transcript**, the **NU 730 Grade Alteration Screenshot**, and a formal request for **ECR Mediation** to enroll in HH 620 by Nov 2, 2026.
2. U.S. Dept. of Justice — Civil Rights Division (Disability Rights Section)	**Active Referral: DOJ #766398-JVT**ADA Title III & V (42 U.S.C. §§ 12182, 12188[b][2][B], 12203; 28 C.F.R. § 36.504)	**Critical for Path 2 Damages:** Under 42 U.S.C. § 12188(b)(2)(B), a DOJ pattern-or-practice intervention unlocks **emotional distress damages and $115,000+/$230,000+ civil penalties** under Title III.	Submit the **Verified Federal Complaint Draft** (Doc 6) and **Sarah Millard Witness Declaration** (Oct 10, 2026) to DOJ #766398-JVT as proof of systemic pattern-or-practice violations.

Agency & Jurisdiction	Active Docket / Statutory Authority	Relevance to Path 1 vs. Path 2	Concrete Next-Step Outreach Action
3. U.S. Dept. of Education — Federal Student Aid (FSA) Borrower Defense & Enforcement	**20 U.S.C. § 1087e(h); 34 C.F.R. §§ 668.14(b)(33), 668.34, 685.401**StudentAid.gov Borrower Defense Portal (PDF Form)	**Critical for Path 2 Debt Discharge & Transcript Release:** Places all loans into immediate forbearance, discharges 100% of Herzing debt, and enforces the **July 2024 ban on withholding Title IV-funded transcripts (34 C.F.R. § 668.14[b][33])**.	Submit the online **Borrower Defense Application** at studentaid.gov/borrower-defense and file an FSA Feedback/Enforcement complaint citing 34 C.F.R. § 668.14(b)(33) if Herzing withholds any transcript or Transfer Credit Evaluation.
4. U.S. Dept. of Education — Student Privacy Policy Office (SPPO / FERPA)	**20 U.S.C. § 1232g; 34 C.F.R. §§ 99.10, 99.20–99.22, 99.32**	**Critical for Both Paths:** Compels production within 45 days of your withheld **Transfer Credit Evaluation**, Canvas SQL grade-mutation logs (NU 730), and the **§ 99.32 disclosure log** for the 41 May 2025 emails.	File formal SPPO complaint (FERPA.Complaints@ed.gov) attaching Angie Zamecnik's Sept 14, 2026 email admitting the Transfer Credit Evaluation exists while withholding it, plus EthicsPoint 5.
5. Wisconsin DSPS (Educational Approval Program) & Wisconsin DATCP	**Wis. Stat. § 440.52** (WI DSPS) & **Wis. Stat. § 100.18** (WI DATCP)	**Headquarters Regulatory Hammer:** Oversees Herzing's corporate domicile in Milwaukee/Madison, WI; empowered to order tuition restitution and investigate deceptive trade practices.	Supplement your active **WI DSPS complaint** (DSPSEAP@wisconsin.gov) and file a parallel consumer fraud complaint with **Wisconsin DATCP** citing Wis. Stat. § 100.18 and § 146.84.
6. Florida Commission for Independent Education (FL CIE) & Florida Attorney General	**Fla. Stat. §§ 1005.04, 1005.32, 1005.38**; **Fla. Admin. Code r. 6E-1.0032**; **Fla. Stat. §§ 501.204, 501.2077**	**Florida Domicile Hammer:** Enforces Fair Consumer Practices against independent colleges operating in Florida; establishes *per se* FDUTPA liability (§ 501.203[3][c]).	File formal Fair Consumer Practices complaint with **FL CIE** (325 W. Gaines St., Ste. 1414, Tallahassee, FL 32399) and **Florida Attorney General Consumer Protection Division** (Fla. Stat. § 501.2077 disabled consumer penalty).
7. Higher Learning Commission (HLC) & CCNE	**HLC Criterion 2 (Integrity) & Criterion 3** · **CCNE Standards**	**Institutional Accreditation Leverage:** HLC Criterion 2 strictly requires institutional integrity, truthful public disclosures, and fair resolution of student grievances.	Supplement your active HLC and CCNE dockets with the **Catalog Policy Evolution Audit** (30-to-7 day cut) and **15-of-15 Ignored Grievances Ledger**.

SECTION 4: MASTER INVENTORY OF VIABLE LEGAL RESOURCES (ALREADY IDENTIFIED VS. NEWLY IDENTIFIED)

4.1 Already Identified Legal, Evidentiary, & Statutory Resources in Your Arsenal

1. **Your Own Turnkey 40,200-Word Evidentiary Archive (HUADA):** Live HUADA Netlify Portal & Google Drive Priority Filings Index — containing 17 chronological email threads, Exhibits A–J, the August 7, 2025 Emilie Thompson admission (Exhibit C), the September 18, 2026 Zamecnik/Laban Teams recording (Transcript), the 145-module workload audit (Exhibit F), the NU 730 grade alteration screenshot (Oct 9 Screenshot), and the independent witness declaration of Sarah Millard (Oct 10 Witness Declaration).
2. **Active Federal & State Oversight Dockets:** OCR Case No. 05-26-2347, DOJ Civil Rights Referral 766398-JVT, ED OIG Title IV Report, IRS Whistleblower Forms 211 & 13909, HLC & CCNE Complaints, WI DSPS & FL BON Complaints, and your October 9, 2026 Federal FOIA Request.
3. **Specialized Postsecondary Disability Precedent Repositories:** A Students' Lawyer — Section 504 & ADA Authorities (Wynne v. Tufts Authority), Southeast ADA Center Legal Database (Liese v. Indian River), and Georgetown Law Higher Education Accommodation Scholarship.

4.2 Newly Identified High-Impact Legal Representation, Pro Bono, & Litigation Resources

1. **Project on Predatory Student Lending (PPSL) (Borrower Defense Hub):** The nation's premier legal organization litigating on behalf of defrauded student borrowers (*Sweet v. McMahon*, *Bauer v. DeVos*). Provides direct legal representation, amicus support, and systemic enforcement tools for 34 C.F.R. § 685.401 Borrower Defense claims and 34 C.F.R. § 668.14(b)(33) transcript-withholding bans.
2. **National Student Legal Defense Network (Student Defense) (Contact · info@defendstudents.org · 202-734-7495):** Non-profit litigation powerhouse representing students against predatory postsecondary institutions for deceptive marketing, civil rights breaches, and unlawful debt collection.
3. **Community Legal Services of Mid-Florida (CLSMF) — Ocala Office & Volunteer Lawyers Project (Justia Profile · 1610 SE 36th Ave., Ocala, FL 34471 · 352-629-0105):** Right in Ocala (Marion County); operates the **Volunteer Lawyers Project** connecting qualifying Marion County residents (especially where income was reduced to $0 by institutional misconduct) with pro bono civil litigation and consumer attorneys.
4. **U.S. District Court — Middle District of Florida (Ocala Division) Civil Rights Pro Bono Appointment Panel (207 NW Second St., Ocala, FL 34475 · 352-369-4860):** Once you file your Verified Federal Complaint *pro se* with Form AO 240 (IFP fee waiver), you can file a short **Motion for Appointment of Pro Bono Counsel Pursuant to 28 U.S.C. § 1915(e)(1)** and the Middle District of Florida's Federal Bar Association Civil Rights Pro Bono Plan—allowing the federal judge in Ocala to appoint a vetted federal trial lawyer to represent you and collect statutory attorneys' fees from Herzing under 29 U.S.C. § 794a(b), 42 U.S.C. § 1988, and Fla. Stat. § 501.2105!
5. **The Florida Bar Lawyer Referral Service (LRS) (1-800-342-8011) & State Bar of Wisconsin Lawyer Referral Service (LRIS) (1-800-362-9082):** Direct referral panels for private Florida (Sharick contract / FDUTPA / § 817.41) and Wisconsin (Wis. Stat. §§ 100.18, 895.446, 146.84) contingency and fee-shifting trial attorneys.
6. **Disability Rights Florida (1-800-342-0823) & Disability Rights Wisconsin (1-800-928-8778):** Federally mandated Protection & Advocacy (P&A) legal agencies with statutory authority to intervene in postsecondary Section 504 and ADA Title III disputes.