Advance your Career. Become a Master.

Master of Science in Nutrition Business Leadership
Online Master of Science in Nutrition Business Leadership Degree
Southwest College of Naturopathic Medicine & Health Science’s (SCNM) online Master of Science in Nutrition Business Leadership (MSNBL) program is one-of-a-kind. It is designed exclusively for professionals working in or intending to work in the nutraceutical, natural foods, and dietary supplement industries. This business leadership-focused nutrition degree will enable professionals to progress to an executive position within the multi-billion-dollar natural products industry.

The program is designed for professionals who are passionate about nutrition and who wish to take the next step to become a leader within the natural products industry. The benefits and outcomes of this degree program are designed to enhance the student’s unique ability to add value to a company.

Benefits and Outcomes
+ Students will use the knowledge learned in classes to benefit the processes and foundations of their organizations.
+ The program leverages each student’s individual experiences and knowledge gained as a professional with the new knowledge to be applied.
+ Concepts related to nutritional sciences, supply chain, nutritional laws and regulations, product development, and business leadership will be taught for students to bring back to benefit their organizations.
+ Students will also engage in Applied Projects that can address specific issues facing their industries/organizations.

Each day, students will leave class with knowledge and skills they can take back to their organization, from strategic plans to cutting-edge theories that encompass the legal, ethical, and cultural dimensions affecting the natural products industry.

A Powerful Credential with Measurable Impact on Corporate and Career Success
SCNM’s online Master of Science in Nutrition Business Leadership degree program is a rigorous 15-month program designed specifically for the needs of working management professionals.

The program not only takes into account the demands on your time but allows you to research and develop Applied Projects in partnership with, and beneficial to, your own organization. At each learning interaction, you will take away knowledge and outcomes that you can apply in your work.

If you have a bachelor’s degree and are seeking tools and credentials that will drive further career success for you and create benefits for your organization, this program is designed precisely to meet your goals. It’s structured to propel your success and fit into your life and your business life.

The program is based on the following educational foundations:
+ Classes are a combination of synchronous and asynchronous learning that allow for flexibility while still ensuring meaningful support from highly engaged curriculum advisors and faculty.
+ Students complete courses at a pace that suits their professional experience and personal lifestyle.
+ All course materials and communication with SCNM instructors and other students are presented through course shells that can be accessed online anytime, anywhere, 24/7.
+ Students will take away next-level knowledge and business-applicable outcomes from every class that can be applied immediately in their daily work life.
+ Applied Projects can be customized and focused on a specific challenge to be solved for the student’s organization.
+ SCNM faculty members have real-world nutrition experience and outstanding credentials in business and academics.

Superior Education with Flexibility
SCNM is dedicated to providing a superior education program with the flexibility, convenience, and responsiveness that best meets the needs of the natural products industry executive. This educational model allows you time for reflection and review so that your progress is optimized, and your time is maximized. But more importantly, it will help you reach your ultimate goal—a Master of Science in Nutrition Business Leadership that engages in real-world issues and processes. Most importantly, this is a degree that can be earned by a professional with full-time work demands.
A Breakthrough for Your Company Too

Because of the uniquely focused content and actionable takeaways directly applicable to your work environment, we’ve made it easy for your company to sponsor all or part of your tuition in this degree program.

If your employer sponsors you, you may customize your degree program around projects that address specific challenges or opportunities in your organization. The Applied Projects that earn you a degree can also solve the company’s challenges and earn you more respect from management and coworkers. By investing in you, your sponsoring company invests in better solutions and a stronger future.

With every class, a Master of Science in Nutrition Business Leadership candidate brings back to his or her company a steady flow of evidence-based training, tools, knowledge, and insights in business and nutrition to be applied immediately. The course content and SCNM’s unique perspective develops strategic-thinking leaders who can move a natural product organization forward to greater success. This program has the potential to become an important element of your company’s personnel development strategy to prepare higher-potential employees to become the leaders of the future.

When you sponsor an employee in the Master of Science in Nutrition Business Leadership degree program at SCNM, there are immediate and long-term benefits to your organization, including:

- Your tuition reimbursement dollars can be applied to practical issues affecting your company and your employees.
- Each course provides relevant best practices, insights, and outcomes that can be applied directly to the work environment.
- The nutrition business leadership program was designed specifically to develop strategic thinking and decision making within a natural product-driven environment.
- The program coursework will provide your employee access to scientific research and evidence-based perspectives that can be applied to business processes immediately.
- Your employee will create and implement innovative Applied Projects that are scoped, focused, researched, and customized to deal with specific real-world challenges facing your company. Such a partnership will ultimately help you develop your knowledge base, enhance your employee base, and help you continue to develop the most knowledgeable, effective personnel while earning their loyalty.

Benefits for Sponsoring Employers or Companies
From our inception in 1993, we’ve blended new ways of learning and teaching with timeless principles of naturopathic and conventional medicine. SCNM has a rich history of sending naturopathic physicians into the world with not just a knowledge of naturopathic medicine but a rich experience in its healing effects. We train and prepare graduates for the future of medicine and healthcare. Since day one, we have been an innovator in the field of naturopathic medicine, and we strive to advance the natural sciences professions and opportunities for graduates.

We quickly outgrew our first home and moved to our current Tempe campus in 1996. The medical center remained in Scottsdale until 2010 when a campus expansion made it possible to co-locate academic learning with clinical services and training in Tempe.

Anyone who has visited the campus will tell you that SCNM is much more than a brick and mortar academic institution—it’s a place where passionate, like-minded students, faculty, and staff come together to make a difference in people’s lives. The feeling is tangible on campus.

Throughout the decades, our student body has grown from its inaugural class of 42 to its current size exceeding 400. We remain committed to our founders’ vision of making Southwest College of Naturopathic Medicine & Health Sciences a force for change to help transform healthcare.
SCNM carefully evaluates each application to select students who will be successful in the program and contribute to the learning experience. Candidates are considered holistically with consideration given to factors beyond scores, GPAs, and other numerical performance indicators. These factors may include, but are not limited to: extracurricular activities, unique work or service experience, demonstrated compassion or leadership potential, a history of overcoming hardship or disadvantage, maturity, exceptional talents or skills, trends or improvement in academic performance, success in a challenging undergraduate environment, and graduate school performance.

Applications are evaluated on a rolling admissions basis, ensuring that each candidate receives a prompt response to their application. Once all documents are received, the application is considered, and a decision is made.

Master Program Admissions
Applicants are required to meet and adhere to the Institutional Admission Policies and Requirements (visit www.scnm.edu/admissions) as well as the Admission Policies and Requirements for their specific program. This section contains admission policies and requirements specific to the MS programs.

Admissions Requirements
Prospective students who wish to enter a master’s program must complete and submit the following requirements prior to matriculation.

1. Four-year baccalaureate degree or equivalent (contact admissions department for requirements). Total postsecondary coursework must be completed at an accredited or candidate college or university. Within the U.S., accreditation must be recognized by the U.S. Department of Education.
2. Submission of application. The admissions application requires submission of:
   a. Completed application
   b. Payment of application fee
   c. Letter of intent/personal statement
   d. Resume or curriculum vitae
   e. Official transcripts from institution where highest degree was earned. Veterans must also submit military training transcripts. Additional transcripts may be requested on a case-by-case basis.
   f. A cumulative grade point average (GPA) of 2.75 on a 4.0 scale is preferred. However, SCNM uses a holistic admissions process for the MSCN and MSNBL programs, and all applicants with a GPA below 2.75 are encouraged to apply to be considered on a case-by-case basis.
   g. Optional letters of recommendation may be submitted to strengthen an application.
3. Applicants should have a working knowledge of computers, word processing, and the internet.
4. Following receipt of all required materials and fees (see Application for Admission), the Admissions Office will review the application and render an admission decision. An interview (by video conference) may be required at the discretion of the dean.

Financial aid is available for those who qualify. Please visit www.scnm.edu/financial-aid to learn more.

Program Learning Outcomes
Graduates will be able to:

+ Utilize knowledge of nutritional sciences to describe the relationship between nutrients and human health and disease.
+ Apply functional business knowledge of the global natural products industry to support effective business outcomes and professional success.
+ Demonstrate effective leadership and communication skills to cultivate collaboration and effective outcomes in business.
+ Implement personal, environmental, and corporate sustainability strategies to prevent burnout, cultivate a responsible and purpose-driven organization, and to improve organizational performance.
+ Demonstrate ethics and professionalism in business management, leadership, decision-making, and in interactions with all clients and professionals.
+ Utilize skills for scholarship and lifelong learning to remain current in the natural food and products industry.

Tuition
For those enrolling during 2020, total tuition for the Master of Science in Nutrition Business Leadership program is $36,100. SCNM is on a four-quarter calendar system; each quarter is 12 weeks. The estimated cost of attendance is an average expense during the academic year, based on a per credit rate of $950. There is a technology fee of $250 per quarter. Books and materials are to be purchased separately.

Contact Info
For an application to the Master of Science in Nutrition Business Leadership program, or to learn about the resources available to Nutrition Business Leadership students, please contact the Admissions Office at (480) 809-9738, admissions@scnm.edu, or visit www.scnm.edu/msnbl.
Degree Requirements

Program Length 5 quarters/15 months
Total Credits 38

Graduation Requirements
+ Successfully complete the required courses.
+ Successfully complete the minimum number of required credit hours.
+ Achieve a cumulative GPA of at least 3.0.

Key Elements of Program
+ Most quarters consist of four six-week courses.
+ Students will interact with coursework a minimum of four days each week and may expect 8-12 hours of coursework per week, including reading time.
+ Students will complete Applied Projects that can be designed to meet the needs of a sponsoring organization.

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Quarter 2

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Program Totals 38 456
Curriculum created by nutrition experts and industry professionals for the natural products industry.

This list represents the combination of courses necessary for the degree.

NUTM 5101 Gastrointestinal physiology
(Credits: 2)
This course explores normal human physiology with an emphasis on physiology of the gastrointestinal tract. Students will learn mechanisms and regulation of motor, secretory, digestive, and absorptive functions of the gastrointestinal tract and how it impacts human health. The course also introduces students to microbiomes and the role and application of prebiotics and probiotics in health and disease. Pre-requisite: Admission into program. Co-requisite: None

Course objectives
Upon completion of this course, students will be able to:
1. Describe the mechanisms of nutrient digestion, absorption, and transport.
2. Differentiate gastrointestinal physiology and pathophysiology through the perspective of conventional, integrative, and nutritional healthcare.
3. Explain the physiological concepts of homeostasis and allostatics.
4. Understand the health implications of gastrointestinal tract and brain interactions.
5. Explain the functions of the gut microbiota, its regulation of body systems, impact on nutrient requirements, and impact on human health and vitality.
6. Identify the roles and applications of prebiotics, probiotics, and fermented foods in digestion and absorption.
7. Recognize factors that facilitate absorption and transport of nutrients.
8. Apply information literacy skills to identify and evaluate scholarly literature.

NUTM 5103 Gastrointestinal pathophysiology
(Credits: 2)
This course provides students with essential medical knowledge and a broad understanding of human disease with a focus on pathophysiology of the gastrointestinal tract. Students will also build upon their understanding of microbiomes and the role and application of prebiotics and probiotics in health and disease. Pre-requisite: Admission into program. Co-requisite: None

Course objectives
Upon completion of this course, students will be able to:
1. Recognize factors that interfere with absorption and transport of nutrients.
2. Differentiate physiology and pathophysiology of the human body through the perspective of conventional, integrative, and nutritional healthcare.
3. Recognize malabsorption and consequences to macronutrient and micronutrient status.
4. Discuss the impact of chronic stress on digestive tract function and other body systems and the impact on human health over time.
5. Differentiate the pathophysiology of food allergy, intolerance, and sensitivity.
6. Explain the functions of the gut microbiota, its regulation of multiple body systems, its impact on nutrient requirements, and its impact on human health and vitality.
7. Identify the roles and applications of prebiotics, probiotics, and fermented foods in digestion and absorption.
Upon completion of this course, students will be able to:

### Course objectives

1. **Describe the functions of adipose tissue as a metabolic endocrine organ and its impact on health and disease.**
2. **Demonstrate knowledge of specific biochemical imbalances involved in common chronic metabolic conditions.**
3. **Apply information literacy skills to identify and evaluate scholarly literature.**

### NUTB 5302 Leadership development

**Credits: 2**

This course helps students cultivate essential leadership skills and equips them with the knowledge, skills, behaviors, attitudes, and self-awareness that will allow them to assume greater leadership responsibility, improve corporate performance, and drive competitive advantage. Prerequisites: Admission into program. Co-requisites: None

#### Course objectives

Upon completion of this course, students will be able to:

1. **Recognize one’s own leadership strengths.**
2. **Describe strategies for effectively leading an organization and managing the workplace and teams.**
3. **Demonstrate how to manage social relationships, corporate governance, and structure.**
4. **Demonstrate authentic leadership.**
5. **Understand the ethical and evidence-based decision making.**
6. **Understand problem solving and using data to drive decisions.**
7. **Describe strategies for risk management.**
8. **Understand how to ‘bridge the gap’ and adapt leadership approaches for different teams: lab team, research team, operations team.**

### NUTB 5304 Organizational development

**Credits: 2**

This course cultivates an understanding of human behavior in an organizational setting and helps students gain insight into strategies and methods that strengthen team performance, organizational dynamics, and organizational culture. Prerequisites: Admission into program. Co-requisites: None

#### Course objectives

Upon completion of this course, students will be able to:

1. **Understand the importance of trust in organizations.**
2. **Demonstrate how to design and affect change in organizations to improve performance/outcomes and accountability.**
3. **Demonstrate how to drive change in an organization and promote innovation including proposing new business ideas and change initiatives.**
4. **Understand how group dynamics, leadership, and organizational design and development impact human behavior in organizations.**
5. **Describe how company culture can impact performance/outcomes including increasing employee engagement, productivity, brand loyalty, and financial performance.**

### NUTM 5105 Clinical biochemistry 1: macronutrients, human metabolism, and energy

**Credits: 3**

This course explores key concepts in human metabolism and energy production by focusing on the structure, function, and metabolism of macronutrients: proteins, nucleotides, water, and alcohol. Students learn about the digestion and absorption of these compounds and how to identify signs and symptoms of insufficiency, deficiency, and excess for application in clinical practice. Pre-requisite: NUTM 5101, NUTM 5103. Co-requisite: None

#### Course objectives

Upon completion of this course, students will be able to:

1. **Describe the structure, function, and metabolism of carbohydrates, proteins, lipids, and nucleic acids.**
2. **Demonstrate working knowledge of cellular energy production and biochemical regulation.**
3. **Explain pathways of intermediate metabolism, with specific emphasis on the role of macronutrients including: energy production and regulation, fluid and electrolyte balance, regulation of acid-base balance, gluconeogenesis, free radical regulation, and regulation of inflammation.**
4. **Understand major pathways of inflammation and oxidative stress, such as cytokine and eicosanoid pathways and their role in health and disease.**
5. **Recognize the role of nutritional excess and insufficiency in relation to health and disease.**
6. **Describe the differences of function of soluble and insoluble fibers.**
7. **Recognize signs and symptoms of macronutrient insufficiency/deficiency for application in clinical practice and nutrition education.**
8. **Recognize and appraise tolerable upper intake levels of nutrients and symptoms and treatment of nutrient toxicity.**
9. **Describe toxicology of commonly used nonherbal dietary supplements.**
10. **Apply information literacy skills to identify and evaluate scholarly literature.**

### NUTM 5107 Clinical biochemistry 2: vitamins and minerals

**Credits: 2**

This course explores key concepts in human metabolism and energy production, with specific emphasis on the role of micronutrients including: energy production and regulation, fluid and electrolyte balance, regulation of acid-base balance, gluconeogenesis, free radical regulation, and regulation of inflammation. Pre-requisite: NUTM 5101, NUTM 5103. Co-requisite: None

#### Course objectives

Upon completion of this course, students will be able to:

1. **Describe the role of nutritional excess and insufficiency in relationship to health and disease.**
2. **Recognize the importance of trust in organizations.**
3. **Understand the foundations of botanical medicine, including various delivery systems and constituents, botanical terminology, herbal properties and actions, and formulary.**
4. **Describe metabolic of micronutrients.**
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7. **Describe metabolic of micronutrients.**
8. **Describe metabolic of micronutrients.**
9. **Describe metabolic of micronutrients.**
10. **Describe metabolic of micronutrients.**
Upon completion of this course, students will be able to:

**Course objectives**

1. Demonstrate the importance of self-care for well-being.
2. Outline personal health and wellness goals.
3. Demonstrate an understanding of the process of human behavioral change.
4. Design a personal self-care program that includes assessment of self-efficacy.
5. Implement a personal self-care program that includes self-monitoring, nutrition awareness, exercise, and/or stress management.
6. Demonstrate understanding of the history of the natural food/supplement industry.
7. Illustrate the advantages and limitations of governmental policy, agricultural methods, transportation, processing, storage, environmental inputs, and food preparation techniques on nutrient value, food quality, and health risks (e.g., pesticide use, food processing, food additives, genetically engineered organisms [GMOs], and heavy metals).
8. Evaluate and apply current USDA guidelines for preventive and therapeutic interventions.
9. Articulate basic principles of food safety, including causes and preventive measures for most common food-borne illnesses and populations at risk.
10. Understand the legal infrastructure of the natural food/supplement industry policies and regulations including preventive controls qualified individual (PCQI) requirements.
11. Complete ServSafe® Food Manager training.
12. Identify key nutrients used in food fortification.
13. Demonstrate knowledge of quality and efficacy of micronutrient dietary supplements.

**NUTM 5113 Dietary and supplement guidelines, policies, and safety**

(Credits: 2)

This course explores the roles of government agencies in regulating the manufacturing, labeling, and advertising of individual foods and dietary supplements, and in regulating overall food systems and the food supply. Students also learn about national and international dietary guidelines, potential sources of food contamination, and best practices associated with the safe handling of food. Pre-requisite: Admission into program. Co-requisite: None

**Course objectives**

Upon completion of this course, students will be able to:

1. Demonstrate how to select a quality supplement.
2. Demonstrate working knowledge of good manufacturing practices and other markers of quality end-products.
3. Understand how to substantiate claims.
4. Demonstrate working knowledge of evidence-based dose and duration of use of nutraceuticals for common conditions.
5. Recognize drug-nutrient, drug-herb, alcohol, and dietary interactions.
6. Analyze advantages and limitations of governmental policy.

**NUTB 5306 The food and supplement industry: policies and regulations**

(Credits: 2)

This course will expound upon the information covered in dietary and supplement guidelines, policies, and safety. Students will gain an in-depth understanding of the natural food/supplement industry policies and regulations including Current Good Manufacturing Practice (CGMP), including regulations surrounding labeling, expiration dating, and health claims. Students will gain an in-depth understanding of the natural food/supplement industry policies and regulations including Current Good Manufacturing Practice (CGMP), including regulations surrounding labeling, expiration dating, and health claims. Students will gain an in-depth understanding of the natural food/supplement industry policies and regulations including Current Good Manufacturing Practice (CGMP), including regulations surrounding labeling, expiration dating, and health claims.

**Course objectives**

Upon completion of this course, students will be able to:

1. Develop, implement, and manage Change Management policies and regulations.
2. Understand procedures for controlling and managing changes to any written SOP or other documentation.
3. Develop, implement, and manage Change Control Policy.
4. Understand contamination and best practices associated with material purchase and product formulation.
5. Demonstrate understanding of national and international standards/rules/regulations/laws including:

   - The Dietary Supplement Health and Education Act of 1994 (DSHEA)
   - International standards including Health Canada, TGA Australia, European Union European Food Safety Authority (EFSA)
   - FDA laws and regulations including:
      - Food Safety Modernization Act (FSMA), including preventive controls qualified individual (PCQI) requirements
      - FDA New Dietary Ingredients (NDI) Notification Process
      - CA Prop 65 labeling of products in California
   - Preventive food safety strategy controls including the Hazard Analysis and Critical Control Points (HACCP)
6. Understand contamination and best practices associated with material purchase and product formulation.
7. Understand procedures for controlling and managing changes to any written SOP or other documentation.
8. Develop, implement, and manage Change Control Policy.
9. Understand chemical disposal and waste stream management.
Upon completion of this course, students will be able to:

### Course objectives

**Course Descriptions (Cont.)**

**NUTM 5115 Dietary patterns for health promotion**  
(Credits: 2)  
This course provides instruction on evidence-based dietary patterns to support health and prevent disease. Positive and negative aspects of popular diets (e.g. Mediterranean diet, glycemic index, ketogenic diet, vegan diet, vegetarian diet, paleo diet) and controversial topics in nutrition (e.g. saturated fats, pesticide use, food additives, genetically engineered organisms [GMOs], gluten, coffee) will be examined. Students will learn how to formulate dietary recommendations for specific individuals to address health-related benefits or concerns and develop a working knowledge of dietary belief systems of commonly encountered ethnic cultures (e.g., Asian, Indian, Hispanic, African American, Caucasian).  
**Pre-requisite:** NUTM 5103.  
**Co-requisite:** None

**Course objectives**

Upon completion of this course, students will be able to:

1. Understand how to educate clients in self-management.
2. Analyze and utilize a variety of therapeutic diets and medically-prescribed diets.
3. Demonstrate working knowledge of positive and negative aspects of popular diets and the application to dietary recommendations for specific individuals.
4. Apply scientific evidence and methods when developing personalized nutrition care plans.
5. Apply principles of nutritional bio-individuality and lifestyle based on nutritional assessment to formulate personalized nutrition care plans including dietary and nutraceutical interventions for prevention, modulation, and management of individuals with chronic and/or complex, systemic disorders.
6. Demonstrate working knowledge of nutrition issues within major American demographic groups.
7. Demonstrate working knowledge of dietary patterns, health-related benefits or concerns, and belief systems of commonly encountered ethnic cultures (e.g., Asian, Indian, Hispanic, African American, Caucasian).
8. Apply principles of nutrient density.
9. Analyze advantages and limitations of governmental policy, agricultural methods, transportation, processing, storage, environmental inputs, and food preparation techniques on nutrient value, food quality, and health risks (e.g., pesticide use, food processing, food additives, genetically engineered organisms [GMOs], and heavy metals).

**NUTM 5117 Evidence-informed practice and decision making**  
(Credits: 1)  
This course develops students' information literacy skills by providing instruction on how to critically read, interpret, and apply scientific literature with a specific emphasis on food and nutrition research. Students learn about the hierarchy of evidence, research methodologies, ethics, and data analysis, and how to evaluate research findings and apply findings to inform therapies and decisions, and to substantiate claims.  
**Pre-requisite:** Admission into program.  
**Co-requisite:** None

**Course objectives**

Upon completion of this course, students will be able to:

1. Understand how to communicate effectively as a manager and leader.
2. Develop skills in oral and written communication, technical/scientific writing, public speaking and delivering effective presentations, writing technical marketing materials (including compliance matters).
3. Demonstrate a communication style that is credible, authentic, and compelling.
4. Apply technical writing and scientific writing techniques to write specifications (e.g., product specs, for auditors, for FDA), standard operating procedures (SOPs), and policies.
5. Understand how to communicate changes as part of change control policy.

**NUTB 5308 Communication for management 1: public speaking and writing**  
(Credits: 2)  
This course provides instruction on how to research, prepare, and deliver persuasive oral and written communications for diverse audiences. Students also learn technical and scientific writing techniques including how to write specifications (product specs, auditors, FDA, etc.), standard operating procedures, and policies.  
**Prerequisites:** Admission into program.  
**Co-requisites:** None

**Course objectives**

Upon completion of this course, students will be able to:

1. Demonstrate persuasive communication strategies for local and global landscapes, mindful of cultural variations.
2. Communicate to gain compliance, credibility, and control (skills applied to oral and written communications).
3. Understand how to communicate to manage conflict.
4. Demonstrate the ability to negotiate effectively: from one-on-one negotiations to leading change in an organization.
5. Understand how to use communication to solve conflict, drive change, and close deals.
6. Understand sales communication and management including the ability to recognize ‘hot buttons’ or what motivates a person.
7. Apply communication strategies to support political advocacy including familiarity with key roles, who to communicate with, and how to approach things strategically to drive change in the political arena.
8. Communicate to influence and manipulation or coercion. Negotiation strategies that lead to win-win outcomes and that maximize the value of the agreement for all parties will also be explored.  
**Prerequisites:** Admission into program.  
**Co-requisites:** None

**NUTB 5320 Strategic sales and marketing**  
(Credits: 2)  
This course equips students with effective sales and marketing strategies. Students will learn about regulations regarding marketing claims, consumer behavior, establishing brand value and positioning, and determining appropriate sales channels. Students will also gain insight into how industry is changing and how to capitalize on change.  
**Prerequisites:** Admission into program.  
**Co-requisites:** None

**Course objectives**

Upon completion of this course, students will be able to:

1. Describe the difference between sales and marketing.
2. Describe the role of social media marketing and SEO in sales and marketing.
3. Understand customer, competitor, and company analysis.
4. Describe consumer behavior, marketing research methods, pricing strategies, data-driven marketing, and launching new products.
5. Demonstrate how to compensate for limited human and/or financial resources.
Upon completion of this course, students will be able to:

Course objectives

1. Understand basics of formulating products including safety, efficacy, consistency, raw material costs, processing cost, sourcing raw materials, testing, quality assurance, lab testing, documentation, and warehousing.
2. Understand packaging and production.
3. Describe the importance and impact of eco-efficiency and sustainability (from farm and lab to market).
4. Understand dosage forms and waste rate for liquids, capsules, tablets, and powders.
5. Describe basic formulation technology.
6. Be familiar with dietary supplement manufacturing equipment.
7. Demonstrate how to propose, launch, and manage a new business idea.
8. Demonstrate ability to lead change initiatives in an organization.
9. Distinguish between different types of manufacturers/distributors.
10. Describe specific standards for safety, quality and/or performance of select third-party certifications.

NUTB 5316 Sustainability and corporate social responsibility

(Credits: 1)

This course explores the concept and practice of corporate sustainability (CSR) and corporate social responsibility (CSR), and purpose-driven organizations. Students will learn how to cultivate a purpose-driven institution and how to monetize the model. Prerequisites: None

Course objectives

Upon completion of this course, students will be able to:

1. Describe the social, ethical, and political challenges that face managers and leaders operating in a global economy.
2. Demonstrate how considerations of social impact may support core business objectives and bottom-line profits.
3. Understand how to focus on both social and financial returns.
4. Demonstrate how environmental and social risks and opportunities can drive innovation, improve operational efficiency, and create value.
5. Understand how to apply the Triple Bottom Line and integrated reporting using Six Capital Theory.
6. Apply environmental, social, and governance (ESG) criteria to measure the sustainability and ethical impact of an investment.

NUTB 5318 Supply chain management

(Credits: 2)

This course provides instruction in supply chain strategy: from raw materials and inventory to finished goods; from point-of-origin to point-of-consumption. Students learn about all aspects of supply chain management including the impact of an organization’s culture in driving supply chain success. Upon successful completion of this course, students will be able to effectively manage global end-to-end supply chain activities. Prerequisites: NUTM 5306. Co-requisites: None

Course objectives

Upon completion of this course, students will be able to:

1. Describe supply chain strategy—from raw materials and inventory to finished goods; from point-of-origin to point-of-consumption.
2. Demonstrate inventory management, distribution economics, demand forecasting, and supplier management.
3. Understand management of material and information flows including the role of distributors and how to design and manage a supply chain.
4. Recognize the impact of an organization’s culture in driving supply chain success.
5. Demonstrate the ability to streamline operations.
6. Demonstrate an understanding of the importance of transparency and traceability in the natural products/dietary supplement supply chain.
7. Describe strategies to overcome challenges with the use of perishable and wild-crafted ingredients in the production of select natural products and dietary supplements.
**SCNM Offers a Unique Program in Nutrition Business Leadership**

**Dedicated to both academic excellence and evidence-based nutritional sciences, SCNM provides the knowledge and tools that the industry leaders of tomorrow will need to help meet the triple bottom line: social, environmental, and profit.**

*SCNM Master’s Graduates Will Thrive*

Our students benefit from their fundamental understanding of both theoretical and applied aspects of nutrition. SCNM’s MSNBL is the first and only program of its kind and maintains a hard focus on realistic, evidence-based training. We are confident that graduates of this program will meet and exceed the expectations of their employers and peers.

**Financial Aid Opportunities**

Southwest College of Naturopathic Medicine & Health Sciences is committed to helping students understand their financial aid options and assisting them with meeting their financial goals while enrolled at SCNM.

Graduate students must complete the Free Application for Federal Student Aid (FAFSA) to determine eligibility for Title IV Aid. SCNM’s school code is G31070.

**Federal Direct Unsubsidized Loan**

Students may qualify for up to $20,500 for a three-quarter academic year. The interest rate is a fixed 6.08 percent guaranteed after July 1, 2019. The origination fee is 1.059 percent, effective October 1, 2019. Interest accrues while students are enrolled; however, students may choose to have the interest capitalized at the time of repayment or may choose to make interest-only payments while in school. Direct Unsubsidized Loan aggregate limit may not exceed $138,500.

**Federal Direct Graduate PLUS Loan**

Students may borrow Graduate PLUS loans to pay for their education; students may borrow up to the cost of attendance. Graduate PLUS loans have a fixed interest rate of 7.08 percent guaranteed after July 1, 2019. The origination fee is 4.236 percent, effective October 1, 2019. Graduate PLUS loans do not have annual or aggregate borrowing limits. Graduate PLUS loans require a credit check.

**Private Educational Loans**

Students may use private educational loans to pay for their education; students may borrow up to the cost of attendance. Private educational loans may have a fixed or variable interest rate; it is the student’s responsibility to seek the lender of their choice and apply for the private educational loan. Private educational loans will require a credit check.

If you have any questions about your eligibility, deferring prior student loan payments, interest rates, or loan repayment, please contact SCNM’s financial aid office at finaid@scnm.edu.

Are You Ready?

For more information or to request an application for admission, please contact the Admissions Office at (480) 809-9738, admissions@scnm.edu, or visit www.scnm.edu/msnbl.
You can expand your professional horizons!