



UoNA UNIVERSITY OF
NORTH AMERICA

EDUCATION THAT TRANSFORMS!

Catalog

2012-2013

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Non-Discrimination/Equal Employment Policy

The University of North America is an academic community built on respect for all persons. The university adheres to a strict policy of dignity, equality, and nondiscrimination regarding the treatment of individual faculty, staff, and students. In accord with federal law and applicable Commonwealth of Virginia statutes, the university does not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, disability, or veteran status in employment or in any program or activity offered or sponsored by the university.

The university maintains a grievance procedure incorporating due process available to any person who believes he or she has been discriminated against. Inquiries concerning the grievance procedure or compliance with federal and commonwealth laws and guidelines should be addressed to the President.

Approval to Operate

*The University of North America is certified by the
State Council of Higher Education for Virginia to operate in Virginia.*

Transferability of Credit

The courses and programs offered by the University of North America are fully equivalent to those offered by other institutions of higher education. That said, each institution makes its own determination of the transferability of credits earned at another institution. Students are advised to contact the institution to which they intend to transfer as to the transferability of specific courses and programs.

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University Calendar – July 2012 – December 2013

----- Summer (July – September) 2012 Term -----

July 14	Saturday	Classes begin
September 1-3	Saturday-Monday	Labor Day weekend – no classes
September 30	Sunday	Last day of classes for the term

----- Fall (October – December) 2012 Term -----

August 31	Friday	Application deadline
September 8	Saturday	Registration begins
September 21	Friday	Last day of registration
September 22	Saturday	Late registration begins
September 26	Wednesday	Late registration ends
October 6	Saturday	Classes begin
October 8-12	Monday-Friday	Add/Drop Period
November 22-25	Thursday-Sunday	Thanksgiving holiday – no classes
December 16	Sunday	Last day of classes for the term
December 22-25	Saturday-Tuesday	Offices closed for Christmas holiday
December 29-January 1	Saturday-Tuesday	Offices closed for New Year's holiday

----- Winter (January – March) 2013 Term -----

November 30	Friday	Application deadline
December 1	Saturday	Registration begins
December 7	Friday	Last day of registration
December 8	Saturday	Late registration begins
December 12	Wednesday	Late registration ends
January 5	Saturday	Classes begin
January 7-11	Monday-Friday	Add/Drop Period
January 19-21	Saturday-Monday	Martin Luther King Holiday
February 16-18	Saturday-Monday	President's Day
March 24	Sunday	Last day of classes for the term

----- Spring (April – June) 2013 Term -----

February 28	Thursday	Application deadline
March 16	Saturday	Registration begins
March 29	Friday	Last day of registration
March 30	Saturday	Late registration begins
April 3	Wednesday	Late registration ends
April 13	Saturday	Classes begin
April 15-19	Monday-Friday	Add/Drop Period
May 25-27	Saturday-Monday	Memorial Day weekend – no classes
June 23	Sunday	Last day of classes for the term

----- Summer (July – September) 2013 Term -----

May 31	Friday	Application deadline
June 15	Saturday	Registration begins
June 28	Friday	Last day of registration
June 29	Saturday	Late registration begins
July 3	Wednesday	Late registration ends
July 13	Saturday	Classes begin
July 15-19	Monday-Friday	Add/Drop Period
August 31-September 2	Saturday-Monday	Labor Day weekend – no classes
September 22	Sunday	Last day of classes for the term

----- **Fall (October – December) 2013 Term** -----

August 30	Friday	Application deadline
September 7	Saturday	Registration begins
September 20	Friday	Last day of registration
September 21	Saturday	Late registration begins
September 25	Wednesday	Late registration ends
October 5	Saturday	Classes begin
October 7-11	Monday-Friday	Add/Drop Period
November 9-11	Saturday-Monday	Veteran's Day
November 28-December 1	Thursday-Sunday	Thanksgiving holiday – no classes
December 22	Sunday	Last day of classes for the term
December 25	Wednesday	Offices closed for Christmas holiday
January 1	Wednesday	Offices closed for New Year's holiday

----- **Graduation Exercises** -----

July 29, 2012	Sunday	Summer 2012 Graduation
March 3, 2013	Sunday	Winter 2013 Graduation
August 25, 2013	Sunday	Summer 2013 Graduation

A Message from the Chancellor

To All Current and Prospective Students --

On behalf of the faculty, staff, and administration of the University of North America, I am delighted to welcome you to our learning community. The university was founded to provide students a solid education, grounded in theory and focused on application to the latest problems and issues in business, government, and industry. Our programs have been specifically prepared to do that for you.

Any university can prepare you for your first job. UoNA helps prepare you for your second. We accomplish this by two major features that make your university unique – our integrated international focus and a curriculum that provides breadth as well as depth. Faculty members, students, cases studied, problems addressed, and reference materials all bring an international focus into the classroom every day. At UoNA you will have the opportunity to explore the globalizing marketplace and understand the similarities and differences that exist around the world. In addition, you will come to appreciate the cultural, historical, and social contexts within which business and technology operate. These two features are what distinguish a UoNA education and provide graduates with the skills needed to become leaders in business and industry.

In summary, the university's motto is "Education that Transforms," and that is our goal for each student. I urge you to make full use of the resources that are available to you as you progress toward your degree. Welcome to the University of North America.

Sincerely,

Ben

Benjamin G. Davis, Ph.D., D.Min.
Chancellor

The University of North America – *Education that Transforms*

History

The University of North America (UoNA) was founded with the goal of providing students with an outstanding, integrated education that links the latest in academic theory with the latest in real-world applications. The university has built a curriculum based on contemporary issues faced by leaders in the international workplace. Courses, programs, and resources have been specifically designed for this process.

The university has assembled a top-level team of faculty members administrators, and staff. The members of administrative leadership team have served in high-level positions in academia, government, and industry. Likewise faculty members have extensive experience with on-line, on-ground, and blended education both in the United States and abroad. All faculty members have experience in both academic circles and in industry and/or government, giving them the basis for providing a high quality, relevant graduate education for students. Class size is kept intentionally small in order that students benefit from one-on-one interaction with these internationally-recognized experts.

The University's Name

The name of the university reflects its current and planned mission and reach. Located adjacent to the nation's capital, the university serves students from across the globe. The university is supported by the strong relationships it has with partnering institutions and organizations in the United States and around the world. To sustain this, the university offers degree and certificate programs in on-line, on-ground, and blended modalities, making its reach truly global.

Mission, Philosophy, and Goals

The mission of the University of North America is to provide a high quality education that is student centered, that unifies theory and practice, and that is international in scope.

The university emphasizes high quality education that is accessible to adult learners in the global community, regardless of background, to enable them to succeed in their careers. This goal is achieved as the university provides an advanced education for adult learners that cultivates growth and development in the professional and personal lives of learners. This education is offered in both on-line and classroom formats to facilitate accessibility for all students. Through its outcome assessment process, the university continually adapts its curricula to reflect the constant change in the high tech, global environment. With its focused teaching, UoNA bridges the gap between the theoretical learning of traditional disciplines and the applied knowledge required to provide graduates with a comprehensive understanding and a competitive advantage in today's global society.

The core values of UoNA are academic quality, educational access, and student success. Currently, UoNA's degree programs focus on computer science, information technology, and business disciplines, leading to Master's and Doctoral degrees, all supported by a broad understanding of the cultures in which these disciplines function.

The focus of the university is applied knowledge. The study of theory in-and-of itself is fascinating and is a great intellectual exercise, but without application to a real world situation, it is sterile. From beginning to end, the programs of the university are designed to integrate theory into practical application. UoNA intentionally brings highly qualified faculty members that have both solid academic credentials along with active careers in high tech industries, business, and government into contact with highly motivated students to create a stimulating learning environment. These faculty members

understand – and transmit to students – what it is *really* like to install a new system, to lead a new venture, or meet payroll

It is by intent that the university offers the Doctor of Business Administration (DBA) and Doctor of Information Technology (DIT) degrees rather than the Doctor of Philosophy (PhD) degrees in business or technology. The focus of the PhD is research, and graduates with such a degree are well equipped to do basic research into business operations and practices and to add to the theoretical knowledge base of the field. The focus of the DBA and DIT, on the other hand, is application, and the dissertation prepared by students in this program addresses a real-world issue or problem in an organization today or in the future.

Any good education will help prepare the graduate to find a job. The University of North America wants to prepare graduates for their *second* position. In order to move from a first job to a position of significant responsibility, the graduate must have an understanding of the real world in which the business, organization, or system functions. The university accomplishes this goal through six means:

- All Master's Degree students begin their program with two required courses, *Management in Global Perspective* (MGMT 510) and *Technology in Global Perspective* (TECH 510). These courses provide a cross-cultural and chronological (historical, contemporary, and future) perspective for business and technology. Unless graduates understand the context in which their organizations function, they will be inadequately prepared to serve as leaders.
- All students enrolled in on-ground, classroom-based programs are required to participate in a Cooperative Education experience. Cooperative Education provides the real-world linkage of theory and application. In this, there is a three-way partnership of student – university – employer that works to assure that the position held and the work performed on the job are directly related to the student's program of studies.
- All Cooperative Education students must participate in a course designed to assure readiness for success in the contemporary workplace. This course, *Foundations for Academic and Professional Integration* (COOP 500 for Master's Degree students and COOP 600 for Doctoral students), is designed to provide a foundation for success in the integration of the co-operative work experience within the academic program of the student and to provide guidance for success in both the workplace and in academic settings. Included in this course are an awareness of work expectations in U.S. industries, the development of basic interpersonal communication skills expected in the workplace, and exercises building cultural awareness and sensitivity. Students develop a professional portfolio and establish the process for maintaining its currency. Satisfactory completion of this course is required to participate in the Cooperative Education Program. This course is completed before the student begins working.
- In addition to the preparatory course, all Cooperative Education students must enroll in a course titled *Professional Development* (COOP 510 for Master's Degree students and COOP 610 for Doctoral students) each semester in which they participate in the Cooperative Education Program. This course is designed to assist students in the ongoing integration of professional work experiences gained through a co-op position with their academic work. Students complete a report documenting the nature of the work experiences and how they relate to the courses undertaken as a part of their program. The student's work supervisor and the Director of Cooperative Education Program provide an assessment of each student's performance each term. Satisfactory completion of this course is required to continue to participate in the co-op program.
- Each Master's Degree student completes a six credit hour Capstone Course. This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an

applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

- Each Doctoral student completes a dissertation that addresses two related issues – the dissertation is expected to advance the boundaries of knowledge and the dissertation must be designed to address a real-world problem or issue in an organization today.

Institutional Objectives

The instructional objectives of the University of North America are:

- To provide academic quality through rigorous academic standards with a commitment to interactive, effective learning for adults;
- To create a student-centered environment accessible to individuals of diverse ages, cultures and socioeconomic backgrounds;
- To provide the means necessary for students to achieve their career and professional goals by providing a supportive learning environment;
- To sustain a personalized approach to education through small classes and close relationships among faculty and students;
- To grant access to all desiring, qualified students to higher education;
- To develop educational programs that join theory and practice and instill in students the spirit of systematic inquiry;
- To promote international perspectives in the curriculum and among students and faculty;
- To educate diverse populations locally, regionally, nationally, and internationally.

Programs and Credentials Offered

The university offers a select group of focused programs designed to provide a high quality, theoretically-sound, industry-ready education to students from around the world. All of the university's degree programs are available in both on-line and classroom-based modalities. The programs and specializations offered are:

College of International Business and Management
Master of Business Administration (MBA)
Accounting
Health Care Administration
Human Resource Management
(MBA with no specialization)
Doctor of Business Administration (DBA)
Graduate Certificate in Strategic Planning
Graduate Certificate in Global Management
Advanced Graduate Certificate in Global Management

College of Technology
Master of Information Technology (MSIT)
Programming
Technology Management
(MSIT with no specialization)
Master of Computer Science (MSCS)
Doctor of Information Technology (DIT)
Graduate Certificate in Managerial Technology
Advanced Graduate Certificate in Information Technology

English Language Programs
Certificate in English as a Second Language

Certificate in Psychology

Certificate in Addiction Counseling

International Nurse Certification Training Program (INCT)

International Pharmacy Assistant Certification Training Program (IPACT)

Facilities and Equipment Overview

The university is headquartered in Vienna, Virginia, adjacent to Tysons Corner, and in the middle of the nation's second largest center for high tech industries. The full range of student services is available. Library services are provided 24 hours per day, seven days per week through the Library and Information Resource Network (LIRN), a system that permits students to access journals and books from any location in the world with Internet access, not just in the university's Library. Classes are held at the central academic facility as well as at nearby locations for the convenience of commuting students. The university's computer hardware and software are the latest available in higher education, and students may access computer facilities on site during all open hours.

Organizations and Associations Related to UoNA

The university is a founding member of the Global Education Network Alliance (GENA), an organization of universities around the world. GENA's charter is to provide a forum for internationalization, innovation, quality assurance and program coordination. UoNA developed the curriculum for implementation by GENA members.

Accreditation

Universities are not eligible to seek accreditation until they have been functioning successfully for a period of time. As a newly-established institution, the university was precluded from beginning the process. The University of North America, however, is now in the process of seeking full accreditation by a CHEA approved United States accrediting body. In fact, the university is required by its licensing and degree-approval agency to seek and achieve accreditation within a set period of time. While no promise may be made as to when accreditation will be achieved, the university is fully committed to this task and has the resources in place to accomplish the objective.

Student Services

Grades and the Grading System

Grading System – The university operates on a semester basis with four semesters per calendar year and awards grades on the standard four point scale with an “A” grade representing superior work on the part of the student.

A	4.0	Superior	(93-100)
A–	3.7	Excellent	(90-92)
B+	3.3	Very Good	(87-89)
B	3.0	Good	(83-86)
B–	2.7	Acceptable	(80-82)
C+	2.3	Marginal	(77-79)
C	2.0	Poor	(73-76)
C–	1.7	Very Poor	(70-72)
F	0	Failure	(<70)
I		Incomplete	
S		Satisfactory	
U		Unsatisfactory	
W		Withdrawal	

“Incomplete” Grade – A grade of “Incomplete” is not an automatic designation. An “I” may be recorded by an Instructor only if a student is unable to complete the required coursework due to circumstances beyond the student’s control. An “Incomplete” grade must be requested by the student *prior to* the last day of the course using the official university’s Incomplete Grade Request Form. This request must be submitted to the Instructor who has the option to approve or not approve the request. If approved, the form will be submitted by the Instructor to the Registrar who will record a grade of “I.” Failure to submit all required work to the Instructor by the due date as noted below will result in a course grade based on the work submitted prior to the request.

If an “Incomplete” grade has been approved, the final date for the submission of all outstanding work is the last day of the month following the end of the term for which the “Incomplete” was granted.

Term	Last date for submission of all work
Winter Semester (January-March)	April 30
Spring Semester (April-June)	July 31
Summer Semester (July-September)	October 31
Fall Semester (October-December)	January 31

Grade Point Average Required to Graduate – In order to graduate from the university, a student must achieve an overall grade point average (GPA) of at least a 3.0 in all work completed while in attendance at the university. Should a student repeat a course, only the latest grade received is used in making the calculation. Grades earned at another university are not included in the calculation of the overall GPA.

Required Grades for Satisfactory Academic Performance – An overall grade point average of 3.0 is required in order to graduate from the university, and students must make reasonable progress toward the achievement of this standard. In order to demonstrate satisfactory progress toward this requirement, the following grade point average must be achieved during the student’s program:

For students who enter after October 1, 2011

Degree Level	Percent of Coursework Completed	Minimum GPA
Master's	15% (6 credit hours)	2.50
Master's	50% (21 credit hours)	2.75
Master's	75% (33 credit hours)	2.90
Master's	100% (42 credit hours)	3.00
Doctoral	10% (6 credit hours)	2.60
Doctoral	50% (30 credit hours)	2.80
Doctoral	80% (all coursework with the exception of dissertation courses)	3.00

Probation Policy – If a student does not achieve the minimum grade point average required for satisfactory academic progress, he or she will be placed on probation for the following term. The student's advisor will meet with the student to help determine what impediments have prevented the student from achieving the required grades and to help the student develop a process for meeting the requirements. If at the end of the probationary semester the student has made progress and has increased his or her overall GPA but has not met the minimum standard, he or she will be continued on probation for one additional semester. By the end of the second semester on probation, the student must have achieved the minimum GPA requirement or he or she will be placed on academic suspension and will be required to take one semester away from the university. At the end of the one semester suspension, the student may apply for re-admittance and, unless there are extenuating circumstances, will be permitted to re-enroll. Failure to maintain academic progress after readmission may result in academic dismissal.

Criteria for Dismissal for Unsatisfactory Grades, Behavior, or Attendance – As noted in the previous section, should a student not return to regular status following two semesters on academic probation, he or she will be suspended from the university for one term. The student should meet with his or her advisor to identify problems that can be overcome during the term of the suspension in order to assure academic success on returning to the classroom.

The university is a community. As such, normal rules of respectful behavior on the part of students, faculty, and staff are expected. Should a student's conduct fall beyond the bounds of respectful behavior, he or she will be counseled and, depending upon the severity of the situation, may be suspended from the university for a semester or dismissed. In order to be re-admitted to the university, the student must demonstrate to the university's satisfaction that the problematic behavior will not recur. Further violation of this policy will be subject to disciplinary action, up to and including expulsion. An egregious breach of professional behavior may lead to an immediate suspension or expulsion if warranted.

All students must maintain proper attendance in order to remain in good standing with the university. Attendance records are maintained for all students. For more information, please refer to the "Attendance in Classes" section of this catalog.

If an international student reduces or drops below a full course of study without authorization, the student is in violation of his or her F-1 visa status, in which case, the student's SEVIS record must be terminated.

Understanding the Importance of Maintaining SEVP Status – It is important for international students to understand the concept of immigration status and the consequences of violating that status. Awareness of the requirements and possible consequences will make it more likely that you can avoid problems with maintaining your status.

Failure to maintain status can result in arrest, and violators may be required to leave the United States. Violation of status also can affect the prospect of readmission to the United States for a period of time: most people who violate the terms of their status are barred from lawfully returning to the United States for years.

Recognize and Avoid Status Violations – By violating the requirements that govern your immigration status, you may jeopardize your ability to remain in the United States as a student or exchange visitor. Examples of violations include the following:

- Failure to enroll by the date specified on your UoNA issued I-20.
- Unauthorized employment during your stay.
- Failure to leave the United States following completion of your program or program-related employment.
- Failure to maintain a full course load without prior authorization for a reduction from your UoNA Designated School Official (DSO).

Please note that this is not a complete listing of potential status violations. Check with your DSO for more information. Non-immigrant students who fall out of status for reasons beyond their control *may* be eligible to apply for a reinstatement of status. The student in this situation must work with the school or program official to determine if reinstatement is an option.

Readmission Following Academic Dismissal – A student who has been dismissed from the university as a result of poor academic performance must take one semester away from the university. It is expected that the student will use the semester away from the university to resolve whatever issues hindered his or her performance. The student will be eligible for readmission to the university after one semester away. To be readmitted, the student must meet with an Admissions Advisor who will assist with the re-registration process.

Distribution of Grades – Semester grades are distributed within two weeks after the last day of the semester. Grades are mailed to the address on file with the Registrar, so students are encouraged to maintain their records in correct form.

Student Records

Maintenance of Student Records – Academic records, i.e., the student's transcript, are maintained in perpetuity. Other student information is maintained for a five year period following the student's last semester of attendance after which the records are destroyed.

Confidentiality Policy – The university is committed to the maintenance of confidentiality of all student information. Except as required by law, no student records or information other than dates of attendance will be released to any person or entity without the express, written, signed consent of the student.

Release of Transcripts – A student transcript will be released within three days of a written request accompanied by the appropriate fee. Requests are to be submitted to the Registrar. Transcripts will not be released when a student is in arrears in his or her financial affairs with the university. A transcript required in fewer than three days may be requested at a higher fee.

Student Right to Know – The University of North America will be pleased to publish information regarding its graduation and completion rates. The Student Right to Know Act requires that institutions that receive federal Title IV funds provide information regarding institutional graduation rates, athlete graduates, financial assistance awarded, and crime statistics. While the university does not yet award

Title IV financial assistance, it will none-the-less provide such information to students and the public. Finally, as a new institution, the university has yet to have had a graduating class, and data are not available at the time of the publication of this catalog.

Student Rights, Privileges, and Responsibilities

Overview – Students have all the rights normally accorded to members of a community of scholars – the right to free inquiry, the right to the free expression of ideas, and the right to be free of intimidation and harassment. In exchange for these rights, students are expected to respect these rights for their fellow community members – students, faculty, and staff.

It is the responsibility of all students to know and comply with the academic and community life policies of the university. Among these responsibilities are:

- registering for classes in a timely manner
- paying tuition and fees on time
- completing all admission requirements including any conditions that have been applied
- attending and being on time for classes
- submitting required class work on time
- abstaining from the use of alcohol, illegal drugs, and tobacco products while on campus
- keeping a copy of all submitted work in any medium
- maintaining up-to-date address, telephone, and e-mail information with the Registrar
- regularly meeting with an advisor
- dressing appropriately (business casual attire) for classes
- exhibiting complete academic honesty, and
- displaying civil and respectful behavior and attitudes to other community members

Expected Conduct of Students – As noted above, students are expected to behave and treat others on campus as professional scholars. Students attend the university from all parts of the world and from many varied backgrounds. This diversity provides a rich environment for the free exploration and expression of ideas, and students are expected to participate fully and to uphold the right of others to do the same. Breaches of this scholarly ethic will be taken seriously by the university. Students who violate the canons of appropriate behavior will be counseled by a member of the administration. Should repeated violations of civil conduct occur, the student may be suspended or expelled from the university. The suspended student may make application for re-admission after one term away from the university. Extreme violations may result in an immediate suspension or expulsion.

Campus Security Act Information – The university is located in a safe, suburban environment. None-the-less, students are urged to take appropriate precautions to remain safe and to avoid potential problematic situations. Students are to report to the Vice President for Facilities and Technology all known or suspected crimes that occur on campus. In a written report, students are asked to include the following information: the name of the person reporting the crime, the nature of the crime, the time and place of its occurrence, and the victim(s), if any, of the crime. Information regarding crimes in the area surrounding the university's campus is available through the Vice President for Facilities and Technology. All crimes involving university students are to be reported to the Vice President as well as to Fairfax County police.

Student E-mail Addresses

Each student is issued a UoNA e-mail address. The UoNA e-mail address is to be used for all communication between students and faculty members and between students and university staff members. The university will communicate with students electronically *only* through the UoNA e-mail address. Students are expected to check their mailbox regularly in order to be aware of the latest news

and announcements. Because the university will use student e-mail addresses for all communications, there can be no excuse for not knowing important dates or required action on the part of students.

Student ID Cards

Each student is issued a UoNA Student photo ID card. This card may be used to obtain student benefits and discounts at area merchants. The ID card is to be carried on campus at all times for security purposes.

Academic Integrity Policy

The purpose of the university's Academic Integrity Policy is to support scholarly inquiry and to ensure that each student is able to learn in an atmosphere that is free of intellectual dishonesty. Any breach of the university's Academic Integrity Policy is considered to be a serious violation of trust and may result in reprimand, course failure, and/or dismissal from the university.

The opposite of Academic Integrity is academic dishonesty. Academic dishonesty may take many forms and each is considered to be a serious offense. Among the forms of academic dishonesty are:

- Plagiarism – Plagiarism includes the intentional use or representation of the thoughts, ideas, or words of another as one's own work in any assignment. Included are the paraphrasing of information and/or the duplication of an author's words or ideas without identification of the source. While the failure to properly cite quoted material is considered to be a lesser offence, it is none-the-less a violation of the Academic Integrity Policy.
- Cheating – Cheating involves the intentional giving or receiving of any assistance not authorized in advance by an instructor. Included are the use of notes, copying, or prior knowledge of examination materials. Attempts to cheat are considered to be the equivalent of cheating.
- Unauthorized Collaboration – The university uses team projects and student interaction in academic work. Similarly, the university encourages the establishment of student study groups. However, joint work by more than one student on a paper or project that is not authorized in advance by the instructor is a violation of the Academic Integrity Policy.
- Fabrication – Fabrication includes the intentional creation or falsification of data or information for inclusion in an assignment or written paper.
- Copyright Infringement – Faculty and students are required to be aware of and to adhere to all copyright restrictions in the use of materials within the classroom and in reports and presentations. Copyright infringement is the use of someone else's ideas or material, which may include a song, a video, a movie clip, a piece of visual art, a photograph, and other creative works without authorization and/or compensation. The unapproved use of copyright material without permission is a federal offense, and penalties may result in fines and/or imprisonment.
- File Sharing – Making available to others copyrighted material whether written, visual, or audio, through the use of file sharing networks is also considered to be copyright infringement and a violation of the Academic Integrity Policy.

It should be noted that the concept of "Fair Use" applies to the use of copyrighted materials in academic settings. The limited reproduction of copyrighted works for teaching and research purposes *may* be permitted. Multiple copies for classroom use may be produced provided the copies are not sold or distributed beyond classroom use and provided such duplication is specifically for a direct educational purpose. This statement does not restrict the limited duplication of copyrighted materials through the university's on-line library and/or databases.

It is considered a violation of the Academic Integrity Policy to assist another student in violating the policy, e.g., allowing a student to copy work, providing answers for quizzes or examinations, allowing a student to receive credit for work not completed, etc.

It is considered a violation of the Academic Integrity Policy not to report to the university known cases in which the policy has been violated.

While intent is a component of academic dishonesty, a lack of knowledge of what constitutes a violation of the university's Academic Integrity Policy will not be accepted as an excuse for any violation. Questions regarding the application of the Academic Integrity Policy should be directed to an instructor.

Violations of the Academic Integrity Policy are managed in the first instance by the faculty member involved. The faculty member may impose a penalty up to and including an "F" on a project or paper. A record of this penalty will be forwarded to the registrar and placed in the student's file. Should the violation warrant a failing grade in the course or dismissal from the university, the case is to be referred to the Academic Dean who will review the evidence, meet with the student and determine the appropriate penalty. The decision of the dean will be reported to the student, the faculty member, and the registrar. The student will acknowledge the penalty in writing. At a minimum, a grade of "F" will be assigned to any assignment, paper or test on which a violation of the Academic Integrity Policy has occurred.

Misuse of Information Technology Resources

The university reserves the right to withdraw the IT privileges of any student, faculty member, or staff member who misuses the IT facilities, equipment, or communication channels of the university. It should be noted that some forms of IT misuse carry criminal penalties.

Career Advising and Placement Services

The purpose of the university is to prepare graduates for productive professional careers. As such, assistance with career guidance and job placement is available to all students. Students seeking employment while enrolled are directed to meet with the Director of the Co-operative Education Program. Placement assistance for graduates is provided through the offices of the Deans of both colleges of the university. Students are encouraged to meet with their respective Dean to discuss their career plans and to maintain on file in the Dean's office a copy of their latest resume.

Library and Information Services

Consonant with its mission as a 21st Century educator, the university has established a comprehensive electronic Library and Information Service for students and faculty members alike. Through the university Library (the electronic Library and Information Resource Network [LIRN]), students may access periodicals and books in electronic format from anywhere in the world. In addition, students have access to a 24 hour per day, seven day per week Reference Librarian to assist with information search needs. Access to the Library and the Reference Librarian is through a student access code provided by the university. The university maintains a small reference collection on site for access during class periods.

Attendance in Classes

Attendance – Complete attendance in all classes is considered to be essential by the university. Without attendance and participation in classes, the student not only loses out on the benefits of interacting with other students and the Instructor but denies other students his or her insights.

Absence Policy – Students are expected to attend all classes or participate fully in the electronic classroom. There is no such thing as an "excused absence:" either the student is present or the student is not. Education is a communal activity, and a high degree of student-to-student and student-to-faculty interaction is an integral part of the UoNA educational model. Should a student be required to miss class because of an emergency, all work missed should be made up by the next class session. Absence from more than three (3) instructional days or a maximum of 25 percent of the class sessions will result in a failing grade in the course.

Leaves of Absence – Should a student be required to take a semester away from the university because of an emergency, he or she must request a leave of absence. This leave must be requested in advance in writing. Without a written request, a student who fails to return to the university will be considered to have withdrawn and will be required to reapply should he or she wish to seek readmission. International students are strongly urged to meet with the Designated School Officer (DSO) regarding their immigration status prior to considering any leave of absence.

Tardiness to Class – Students who miss more than 25% of any class session whether through late arrival or early departure or a combination thereof are considered to be absent for that day.

Co-operative Education Program

It is the university's goal that students maximize their learning while enrolled. One means used by the university in accomplishing this goal is to require a two-academic-year cooperative education experience of each on-ground, classroom-based student. Co-operative Education is an academic program, and students work in a paid or volunteer professional position that is directly related to their academic program. Co-operative Education Program staff members assist students in finding a position related to their academic field. The university provides monitoring and mentoring of students and their employers in the program.

Students must enroll in two specific academic courses as a part of their Co-operative Education experience, COOP 500 and COOP 510 for Master's Degree students and COOP 600 and COOP 610 for Doctoral students. COOP 500/600 serves as an introduction to the program and to the expectations that employers have for employees in the globalizing and diverse American workplace. This course is taken during the student's first semester in the Co-op Program. COOP 510/610 is taken each semester that the student participates in the Co-op Program and serves as the link between the academic program and the work experience. Students who take a vacation from the university who continue in their Co-op position must enroll in COOP 510 or COOP 610 during this period. Satisfactory completion of each course is required for a student to be able to continue in the Co-operative Education Program. Should a student have difficulty in obtaining a position, she or he is enrolled in COOP 520 or COOP 620 to provide direct assistance in accomplishing this objective. There is no separate charge for participation in the COOP courses or the program as a whole.

Students must be making Satisfactory Academic Progress to be able to begin participation in a Co-operative Education work experience.

Complete details and operating requirements are contained in a separate Co-operative Education Handbook.

Health Insurance

Students are required to maintain a health insurance policy while enrolled at the university and must present evidence of this insurance at the time of registration. For those without their own insurance, the university has made arrangements with an insurance company to make available this insurance at a low cost to students.

Grievance Policy

It is the intent of the university to provide and maintain a collegial atmosphere in which the search for knowledge and the free expression of ideas is respected by all members of the community. Should differences or grievances arise, the university will endeavor to facilitate their resolution as quickly and fairly as possible. The University of North America will fully investigate all complaints and grievances

and will maintain confidentiality to the extent it can given its responsibility to investigate the complaints. The university encourages the resolution of any grievance at the lowest level possible.

The university is committed to the resolution of all complaints as it seeks to improve its services to students. There will be no retaliation in any form taken against a student who files a grievance at any level concerning the university, and all information will be handled with the strictest confidentiality. If a student has a concern regarding an academic issue, the procedure is:

1. Meet with the faculty member involved and attempt to resolve the issue.
2. If the issue remains unresolved after an attempt by the student and faculty member, the concern should be taken to the Dean of the college in which the course resides. The concern must be presented to the Dean in writing. The Dean will not intervene in any case or meet with a disputant regarding the situation until the student and faculty member have met and reached an impasse.
3. If the student or faculty member is dissatisfied with the outcome of the meeting with the Dean, the issue may be taken to the Director of Academic Affairs, again in writing. The Director of Academic Affairs will not intervene in any case or meet with a disputant regarding the situation until the student has met with the Dean and reached an impasse.

If a student has a concern regarding a non-academic issue, the procedure is:

1. Meet with the staff member involved and attempt to resolve the issue.
2. If the issue remains unresolved after an attempt by the student and staff member, the concern should be taken to the supervisor of the staff member. The concern should be presented in writing. The supervisor will not intervene in any case or meet with a disputant regarding the situation until the student and staff member have met and reached an impasse.

Should a complaint or grievance remain unresolved, it may be referred to the Director of Student Services who will appoint a three person committee to review the case and make a recommendation to the Chancellor. The decision of the Chancellor in such cases is final.

If the student complaint cannot be resolved after exhausting the university's grievance procedure, the student may file a complaint with the State Council of Higher Education for Virginia. The student should submit written complaints to:

State Council of Higher Education for Virginia
Private and Out-of State Postsecondary Education
101 N. 14th Street, 9th Floor
James Monroe Building
Richmond, VA 23219

Admission Procedures and Policies

Overview

The University of North America is a multicultural, multi-program university that places a strong emphasis on service for its students. Admission to the University of North America is based on equal opportunity and open access to all interested candidates of diverse backgrounds that are interested in furthering, improving, and/or changing their education and professional career. It is the goal of the university to make as seamless as possible entry into the programs it offers. To this end, Admissions Advisors and College Deans work with applicants to assure that they are guided into a program that will best meet the student's needs.

The University of North America is committed to fulfilling its mission without discrimination on the basis of race, color, national origin, religion, age, sex, gender, sexual orientation, disability, or veteran status. The University of North America is guided by the Family Educational Rights and Privacy Act of 1974 (FERPA).

Admission Policies and Entrance Requirements

The process for admission to the university is designed to assist students in making the entrance into graduate study as smooth as possible. Each candidate for admission will receive a personal assessment of his or her background with a focus on providing the guidance necessary for a sound selection.

For Master's degree programs, applicants must –

- Have a solid undergraduate record. A minimum GPA of 2.75 on a 4.0 scale is required for full admission. Applicants with a GPA below 2.75 may be admitted to the university as a conditional student.
- Complete the university's application form.
- Submit a personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Submit a non-refundable application fee of \$100.00 (electronic payment, check, or money order payable to "The University of North America") in U.S. currency.
- Submit a copy of a form of identification (either a current passport or your birth certificate) and, for Permanent Residents, a copy of the Green Card.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials and meet the minimum requirement.
- Submit official transcripts of all post-secondary work completed. All international transcripts must be evaluated by a transcript evaluation service approved by the university.

The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.

For the Master of Business Administration and the Master of Science in Information Technology, students who have not completed the equivalent of a Bachelor's degree in a closely related field will be required to complete up to three preparatory courses to assure readiness for the rigors of graduate study.

For Doctoral degree programs, applicants must –

- Have a solid undergraduate record. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement. A minimum GPA of 3.00 on a 4.0 scale is required for full admission.
- For the DBA, have earned a Master of Business Administration (MBA) degree or another Master's degree in a closely related field. For the DIT, have earned a Master's Degree in information technology, computer science, or another closely related field. Again, a record of academic accomplishment is expected.
- For the DBA, have demonstrated success in the operation of a business, not-for-profit organization, or government agency. For the DIT, have demonstrated success in operations as an IT professional in a business, not-for-profit organization, or government agency.
- Submit a personal statement of his or her reason for pursuing a doctoral degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Submit a non-refundable application fee of \$100.00 (electronic payment, check, or money order payable to "The University of North America") in U.S. currency.
- Submit a copy of a form of identification (either a current passport or your birth certificate) and, for Permanent Residents, a copy of the Green Card.
- Candidates whose undergraduate and graduate degrees were completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials and meet the minimum requirement.
- Submit official transcripts of all post-secondary work completed. All international transcripts must be evaluated by a transcript evaluation service approved by the university.

The results of the Graduate Management Admissions Test (GMAT) or graduate record Examination (GRE) are not required for admission to a program. The candidate may, however, wish to submit such scores in support of his or her application.

Students who have not completed the equivalent of an MBA degree may be required to complete up to four preparatory courses to assure readiness for the rigors of doctoral study. Students who have not completed the equivalent of an MSIT or MSCS degree may be required to complete up to three preparatory courses to assure readiness for the rigors of doctoral study.

International Student Admission – The university is authorized by the Student and Exchange Visitor Program (SEVP) to issue I-20s to students admitted to one of its programs.

Acceptance of Credit for Prior Work – The university understands that life is complex and more than just attending college. We are aware that things can happen in a person's life that prevent him or her from completing a degree non-stop. As a result, UoNA seeks to accept as much appropriate transfer credit as possible.

The university will typically accept for transfer into a regular Master's Degree program up to 15 credit hours. A maximum of six credit hours may be typically accepted for transfer into a doctoral program. In order for a course to be transferred, it must have been completed within the past five years; must have been taken at a regionally, nationally, or internationally recognized university; and must have a grade of a "B" or higher. All credit transfers must be approved by the College Dean. Transfer credit greater than that prescribed above may be granted in exceptional circumstances but only with the written approval of the Chancellor.

At the Master's Degree level, all first-time graduate students are required to complete MGMT 510 and TECH 510. Transfer students with prior graduate credit are required to complete MGMT 590 and TECH 590. All Master's Degree students must complete the Capstone Course at the university. No substitutions are permitted for these courses. At the Doctoral degree level, all Dissertation Courses must be completed at the university.

Where possible, credit is transferred on a course-by-course basis, e.g., a “Principles of Management” course for a “Principles of Management” course or a “Computer Architecture” course for a “Computer Architecture” course. Where courses previously completed do not directly correspond with UoNA courses but the content and learning objectives of the degree previously sought are similar to those of the degree at UoNA, credit for a package of courses may be Block Transferred. Block Transfers are evaluated individually by the program Dean.

A maximum of six credit hours may be transferred for coursework completed and applied toward a previous degree.

Master’s and Doctoral Degree completion programs are available to students in exceptional circumstances who wish to complete programs they have begun at other universities.

Admission and Notification Procedures – All applicants will receive a complete assessment of their admission materials as soon as all items including official copies of all transcripts for post-secondary work completed. The university will permit a new student to enroll in a program based on the provision of unofficial transcripts. However, official, evaluated transcripts must be received by the university prior to the end of the first semester or the student will be dismissed. When the review process has been completed, applicants will be notified by the Admissions Office of the decision. If the applicant has requested the transfer of any prior college credits into the program, the applicant’s materials will be forwarded to the program Dean for review.

Applicants will be notified of the admission decision electronically, at the e-mail address provided. A hard-copy of the admission letter will also be forwarded to the applicant. The applicant will be requested to acknowledge his or her decision to attend the university. A \$350.00 refundable tuition deposit is due at this time. On enrollment, this deposit will be credited toward the student’s first semester tuition. Should the student not enroll in UoNA, this deposit will be refunded.

Specific Program Requirements – For a review of the requirements for admission to any of the university’s programs, see the discussion of the program included in the Academic Programs section of this Catalog.

Application Deadlines – All application materials must be received no later than 10 days prior to the start of the semester in order to allow sufficient time for a complete review. Students residing in countries other than the United States must submit materials at least three months prior to the start of the semester in order for the U.S. Embassy to have enough time to schedule and complete the required interview.

English Language Requirement – Candidates for admission who have completed a degree program that was delivered in English do not need to submit Test of English as a Foreign Language (TOEFL) or IELTS scores. Candidates who have not completed a degree in English must submit their TOEFL or IELTS scores as a part of their admissions materials. Based on their facility with the language, students will enter the program of the university designed to maximize their success. The following table identifies which of the university’s programs a student will enter based on his or her test score.

	TOEFL-iBT	TOEFL Computer Based	TOEFL Paper- Based	IELTS	PTE
Admission directly into an academic program	≥79	≥213	≥550	≥6.5	≥61
Provisional admission; placement in Graduate Level Academic and Professional English Program	71 – 78	197 – 212	527 – 549	6.0	54
Admission to an ESL Program	<71	<197	<527	<6.0	<54

Financial Information

Tuition and Fees

The university charges tuition on a program basis and each program has its own cost. For ease of comparison with other universities, the tuition rates shown below are on a per credit hour basis. Tuition and fees are established annually by the university. Effective October 2012, the tuition and fees are:

Tuition

Master's Degree programs (<i>per credit hour</i>)	\$525.00
Doctoral programs (<i>per credit hour</i>)	\$805.00
Graduate Certificates (per credit hour equivalent)	\$550.00

Fees – Mandatory Fees

Application fee (non-refundable)	\$100.00
Registration fee (non-refundable, per course)	\$ 50.00

Fees – As-Incurred Fees

Returned check fee	\$ 50.00
Late Registration and Payment fees (see below)	
Int. student health insurance (proof of insurance mandatory per term)	(TBD)
I-20 Shipping & handling charge (for international students)	\$100.00
Directed Research course fee in addition to tuition	\$200.00
Audit fee (per credit hour)	\$200.00
Transcript fee (Plus international shipping costs if applicable)	\$ 10.00
Emergency transcript fee (Please note that any requests must be submitted before 12 noon to be processed that same day plus international shipping costs if applicable)	\$ 25.00
Replacement student ID card	\$ 10.00
Graduation fee	\$300.00

Late Registration and Late Payment Fees

Late Registration Fee (per course)	\$100.00
Late Payment Fee	
1 through 7 days late	\$ 50.00
8 through 14 days late	\$150.00
15 through 21 days late	\$250.00

Note: Initial Late Fees do not apply to new students registering for the first time.

English Language Course Fees

Application fee	\$ 50.00
ESL Placement Test fee.	\$ 25.00
Intensive ESL Program (12 week session).	\$ 2,400.00

Semi-intensive ESL Program (12 week session) . . .	\$ 1,500.00
(6 week session) . . .	\$ 750.00
Intensive ESL Elective Courses (12 week session) . . .	\$ 528.00
(6 week session) . . .	\$ 264.00
Intensive TOEFL-iBT Preparation Course (6 week session) . . .	\$ 1,180.00
Diplomatic/Business English Courses (6 week session) . . .	\$ 1,000.00
Diplomatic/Business English Elective Courses (6 week session) . . .	\$ 750.00

International Nurse Certificate Training Program

Total program cost	\$10,400.00
Application fee	\$ 100.00

International Pharmacy Assisting Training Program

Total program cost	\$ 9,600.00
Application fee	\$ 100.00

The total tuition cost for Master’s Degree students completing 42 credit hours is \$22,050.00

The total tuition cost for Doctoral Degree students completing 60 credit hours is \$48,300.00

The university reserves the right to adjust tuition and fees as necessary to maintain a sound program for students. Any changes in tuition or fees will be announced as far in advance as possible.

Tuition Costs and the Co-operative Education Program

Participation in a Co-operative Education experience is expected of all students. Included in the program cost in addition to the regular 42 credit hour academic program courses are all Co-operative Education Program fees and the cost of the three credit hour equivalent COOP 500 or COOP 600 course; the subsequent one credit hour equivalent COOP 510 or COOP 610 courses completed each semester while in the program; and, if necessary, the COOP 520 or COOP 620 course.

Payment of Fees

As a part of the process of receiving an F-1 visa, students must be able to demonstrate to U.S. embassy officials that they have sufficient funds to pay for the complete first academic year (18 semester credit hours) of attendance at the university. The tuition and registration fee must be paid at the time of registration for the term. No payment plan is available for the first academic year of a student’s program.

Cancellation Period

The university makes every effort to assure that applicants are properly counseled and admitted into the school’s programs. Should, however, an applicant decide to cancel his or her enrollment within three (3) days of admission (excluding weekends and holidays), the university will refund all monies paid with the exception of the non-refundable application fee.

Refund Policy

Should a student withdraw from an academic course of the university, the following refund policies prevail:

1. If an enrolled student cancels, by written notice, his or her enrollment following the three day Cancellation Period but prior to the first day of the semester for which application was made, all tuition monies paid will be refunded less a \$100.00 withdrawal fee.
2. A student who enters school but withdraws during the first 1/4 (25%) of the period is entitled to receive as a refund a minimum of 50% of the stated cost of the course or program for the period.
3. A student who enters a school but withdraws after completing 1/4 (25%), but less than 1/2 (50%) of the period is entitled to receive as a refund a minimum of 25% of the stated cost of the course or program for the period.
4. A student who withdraws after completing 1/2 (50%), or more than 1/2 (50%), of the period is not entitled to a refund.

Should a student withdraw from an English Language course of study, the following refund policies prevail:

1. A student who enters the school but withdraws or is terminated during the first quartile (25%) of the program shall be entitled to a minimum refund amounting to 75% of the cost of the program.
2. A student who withdraws or is terminated during the second quartile (more than 25% but less than 50%) of the program shall be entitled to a minimum refund amounting to 50% of the cost of the program.
3. A student who withdraws or is terminated during the third quartile (more than 50% but less than 75%) of the program shall be entitled to a minimum refund amounting to 25% of the cost of the program.
4. A student who withdraws after completing more than three quartiles (75%) of the program shall not be entitled to a refund.

If an international student is required by USCIS to return to his or her home country, the following refund procedures will be followed.

1. If the student is required to return home and withdraws from the university during the existing refund period, on the request of the student a refund will be made in accordance with the stated refund policy.
2. If the student is required to return home after the refund period has passed, the student will be permitted to complete the course in an on-line modality so that credit for the course will not be lost.

Financial Assistance

The university is committed to making quality graduate education available to all qualified students. As a result, the university has structured its programs and has worked to make certain that cost is not a barrier to deserving students.

Co-operative Education Program – The university considers itself to be an applied learning, co-operative education institution, and all students are expected to participate in a co-operative education experience. Through the university's Co-operative Education Department, students are assisted in obtaining a job that is directly related to their field of study. The earnings from this employment belong to the student and may be used to defray the cost of tuition and living expenses while in school.

Academic Programs

Overview

The purpose of the university is to help students learn. The university does not presume that it can coerce students into learning, so it has carefully constructed its academic programs to be sequential in nature, building on the skills and abilities students already possess, and grounded in applied theory. The emphasis of the university is on instruction first. Unless students learn and grow, the university has failed in its primary mission. Secondly, the university staff and faculty members participate in ongoing research and writing in their fields as well as offering their abilities for public service to the local and wider communities.

Linkage to the University's Mission

The university's mission is clear: *The mission of the University of North America is to provide a high quality education that is student centered, that unifies theory and practice, and that is international in scope.* The university focuses on offering a high quality education through the use of the latest in curricular strategies and materials and by bringing extremely well qualified faculty members into the classroom. These faculty members all hold advanced degrees and have both taught in higher education and have worked in industry, government, and the not-for-profit sectors. The faculty members know which theories work and which need modification when they enter the real world. This knowledge is imparted to students both in the classroom and through assignments and projects that result in broad professional growth and development. Throughout, the university brings an awareness of the international dimension to business, technology, and cultures today. Internationally-oriented projects are a part of most courses, and faculty members have been drawn from many countries of the world in order to bring the world into the classroom.

The university's goal is to make education available in a manner that is most accessible to each student. Thus, all UoNA programs are offered in an on-line modality. All programs are also offered in a classroom setting at the university's facilities.

Degrees Offered and Graduation Requirements

Specific details regarding individual courses and graduation requirements are provided below in the section "Programs and Course Description." In brief, the following describes the programs available through the University of North America:

Master of Business Administration (MBA)
42 credit hours in program courses including a six credit capstone project

Master of Science in Computer Science (MSCS)
42 credit hours in program courses including a six credit capstone project

Master of Science Information Technology (MSIT)
42 credit hours in program courses including a six credit capstone project

Doctor of Business Administration (DBA)
60 credit hours in program courses beyond the Master's degree including a dissertation

Doctor of Information Technology (DIT)
60 credit hours in program courses beyond the Master's degree including a dissertation

Contact Hours

For classroom-based courses, the university typically adheres to 15 contact hours of instruction as equal to one academic credit hour. A separate number of contacts hours is required for blended courses which are a combination of traditional classroom teaching and on-line learning.

Instructional Methodologies

The university employs a variety of teaching techniques dependent upon the nature of the subject matter, the experience level of the specific group of students being taught, and the delivery modality. The goal of each course is to assist each student in the mastery of material in a way that makes the material relevant and useful in his or her profession. Lectures, discussion, interactions, projects, and team exercises are some of the methods faculty members use in working with students.

On-Line Programs

All of the university's degree and academic certificate programs are available in both on-ground and on-line modalities. Students may move from on-ground to on-line courses as their needs dictate. On-line courses follow the same schedule as classroom-based courses.

In accordance with SEVP rules, international students may take one on-line course each semester provided they are enrolled in at least one on-ground, classroom-based course. This option is available to UoNA students. International students electing this option must be aware that they must maintain attendance and academic progress in the on-ground course in order to remain in status for SEVP purposes. International students who exceed the maximum number of absences in the on-ground course will be dropped from that course in accordance with UoNA attendance policy. Once dropped from the on-ground course, students will be in violation of SEVP requirements and will be dropped from the university. The standard university refund policy will apply in such cases.

Moodle Learning Management System

In order to facilitate access all course materials for every student regardless of program or modality, the university has adopted the Moodle Learning Management System. Through the Moodle system, students have access to all materials related to each course from anywhere in the world on a 24 hour per day, seven day per week basis. Included are the course syllabus, individual class assignments, links to related media and documents, and reference materials.

Faculty Availability

All faculty members are accessible for student contact outside regular class hours. In addition to posted office hours, faculty members provide students with their e-mail addresses for contact should a question arise that needs to be addressed. Students are welcome to contact their faculty members at any time for clarification or additional direction.

Academic Support Services

Unless students succeed, the university has failed. To help assure student success, academic support services are available to assist each student to maximize his or her learning. Help sessions are scheduled by the college Deans to provide a forum for students to deal with course-specific academic questions. These help sessions are staffed by senior faculty members who assist students with both understanding course content and with demonstrating their learning through well-crafted papers and presentations. English language skill development assistance is also through the university's English Language program. Assistance with academic, business/technical, and conversational English is available to help students to function smoothly in school and at work.

Assessing Program Quality and Success

Program assessment and modification is an ongoing activity at the University of North America. At the conclusion of each course, students complete a course evaluation that addresses both the content and the delivery of the course. Data from this survey are provided to program deans and to individual faculty members to help improve the classroom experience for students. Program completion surveys are provided to each graduate. The purpose of these surveys is to assess the overall curriculum and process of learning. The information from these surveys is instrumental in reviewing the structure and content of the curriculum so it can be adjusted as necessary to provide an integrated pathway to student success. Finally, student employers are surveyed regularly. Employers who participate in the university's Co-operative Education Program receive quarterly interaction and a review of their student-employees by the program director, and the employers of UoNA graduates are surveyed annually to assess how well prepared graduates are for the tasks they face on the job.

Co-operative Education/Curricular Practical Training (CPT) Program

Co-operative Education is an academic program integral with classroom learning, and each student is expected to have a minimum of two academic years of directly-related professional experience as one of the requirements for the Master's or Doctoral Degree. Through the university's Co-operative Education Department, students are assisted in obtaining a job that is directly related to their field of study. The earnings from this employment belong to the student and may be used to defray the cost of tuition and living expenses while in school. The Co-operative Education Program meets the requirements for Curricular Practical Training (CPT) as authorized through SEVP.

A CPT work experience may be paid or unpaid. The position may be part time (20 hours per week) or full time (up to and including 40 hours per week). The location of the CPT work experience must be at the client's premises or the company for which the student is employed. Given the knowledge learned from colleagues, managers, and co-workers and the possibility of mentorships, students are not allowed to work in any capacity from home.

Optional Practical Training (OPT)

Following successful completion of a degree or certificate, students who have completed less than 11 months of Curricular Practical Training (CPT) may elect to participate in Optional Practical Training (OPT). In this program, graduates are assisted in obtaining a position related to their field of study. Graduates are then able to work for one year in this position in accordance with U.S. immigration policy. In these positions, graduates work alongside of other professionals and receive pay at the established rates for their positions. Graduates are assisted in this process through the professionals in the university's Co-operative Education Office. Graduates who have completed in excess of 11 months of Curricular Practical Training (CPT) are not eligible for this program.

Second Master's Degrees

Graduates of the University of North America may, if they wish, enroll in a second Master's Degree program. For students who enroll in a second Master's degree program, the Application Fee is waived as are the two Foundation Courses, MGMT 510 – *Management in Global Perspective*, and TECH 510 – *Technology in Global Perspective*. Thus, students must complete only the Core, Elective, and Capstone courses (36 credits) to earn their degree.

Degree Completion Programs

The university recognizes the lost opportunities resulting from uncompleted degrees. Thus, students who have begun but not completed their graduate program at another university may complete their work and earn their degree at UoNA. Entry is not automatic: each case is assessed individually. Participation in a degree completion program as designed is considered to be full-time enrollment. Completion of a degree completion program is considered to be equivalent to one academic year.

Master's Degree Programs

Master of Business Administration (MBA)

Overview – The goal of the Master of Business Administration program is to prepare managers for leadership positions for industry, government, and the not-for-profit sector and to provide these leaders with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. On completion of the program, the graduate will be able to identify problems within an organization, specify the causes of the problems, develop an appropriate solution, and implement the change required. Further, graduates will be able to clearly and effectively articulate their approach and findings to both a technical and a lay audience in both written and oral forms.

The program has an international focus, and themes and cases drawn from all parts of the world are interwoven throughout.

Managers must be able to express themselves clearly and compellingly if they are to serve as leaders in businesses, government entities, and not-for-profit organizations. Thus, the program has a strong emphasis on the development and demonstration of the ability to communicate effectively in both written and oral formats. Students will be provided with opportunities in each course to develop and hone these skills.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record in business administration or a closely related field. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- Students whose undergraduate study is in a field other than one that is business related will be required to complete from one to three additional Background Courses as needed to assure preparation for graduate work.
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials. Should an applicant's TOEFL scores be below those required for entrance into the program courses of the university, students will begin in the Graduate Level Academic and Professional English Program and the program length will be extended.
- Students who have not completed the equivalent of a four year Bachelor's degree in business will be required to complete up to three background courses to assure readiness for the rigors of graduate study. Those students with a three year bachelors degree will be required to complete a bridge program equivalent to a fourth year of study.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that

students are able to use effectively their academic knowledge in the operation of a business entity. The program length is 21 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 42 credits as follows:

6 credits of Foundation Courses

18 credits of Core Courses

12 credits of Elective Courses

6 credits in a Capstone Course

Program Sequence – The student must complete any required Background Courses prior to beginning the formal program. The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in both a chronological and cross-cultural context. No student will be exempt from these courses. Students who next move to a set of six Core Courses designed to provide the tools necessary to address the business problems that face organizations today. Having laid the foundation, students move to their own selection of four Elective Courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student's program is brought together into a final project.

Background Courses *

ACCT 500	Foundations of Accounting (3)
MGMT 500	Foundations of Management (3)
ECON 500	Foundations of Economics (3)

Foundation Courses – 6 credits **

MGMT 510	Management in Global Perspective (3)
TECH 510	Technology in Global Perspective (3)

Core Courses – 18 credits

ACCT 520	Accounting for Decision Making (3)
COMM 520	Managerial Communication (3)
MGMT 520	Principles of Management (3)
MGMT 560	Human Resource Management (3)
MKTG 571	Marketing Management (3)
QANT 520	Quantitative Methods for Managers (3)

Elective Courses – Select four courses – 12 credits ***

ACCT 525	Advanced Accounting Procedures (3)
ACCT 540	Comparative International Accounting Systems and Standards (3)
ACCT 582	Corp. Structure, Purpose, and Accounting Methodologies (3)
FINS 530	Financial Institutions and Markets (3)
FINS 559	Health Care Finance (3)
INST 522	Database Design and Processing (3)
INST 534	Computer and Information Processing (3)
MGMT 530	The Legal Environment of Business (3)
MGMT 541	International Business (3)
MGMT 542	Principles of Global Management (3)
MGMT 555	Issues in Health Care Administration (3)

MGMT 558	Health Care Policy (3)
MGMT 560	Human Resource Management (3)
MGMT 561	Organizational Behavior and Ethics (3)
MGMT 563	Ethics of Managerial Leadership (3)
MGMT 566	Organizational Conflict Management (3)
MGMT 569	Recruiting, Compensation, and Evaluation (3)
MGMT 572	Strategic Planning and Management (3)
MGMT 573	Fundamentals of Project Management (3)
MGMT 598	Directed Research (3)
MKTG 571	Marketing Management (3)
TECH 580	Technology in the Business Enterprise (3)
TECH 581	Electronic Business Systems (3)
TECH 582	Information Systems in Health Care Management (3)

Capstone Course – 6 credits ****

MGMT 599	Capstone Management Project (6)
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Total: 42 credits

* Background Courses must be completed before advancing to Foundation, Core, or Elective courses. This requirement may also be met by the satisfactory completion of an equivalent undergraduate or graduate course at a recognized university, through CLEP or DANTES examinations, or by a portfolio documenting equivalent college-level learning.

** Foundation Courses must be taken during the student's first semester in the program (following any required Background Courses)

*** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year. Students should plan their schedules accordingly.

**** The Capstone Course and project must be completed during the last semester of the program.

Specializations – Students may select any four courses from the list of available courses as electives. Those who do so will be awarded the M.B.A. without a specialization. Students who wish to focus their elective courses may do so in one of three areas of specialization. Students who do so will earn their M.B.A. with a Specialization and will complete the four courses required by the university for these areas. The specializations and the related required courses are:

Accounting Specialization Courses

ACCT 525	Advanced Accounting Procedures
ACCT 540	Comparative International Accounting Systems and Standards
ACCT 582	Corp. Structure, Purpose, and Accounting Methodologies
FINS 530	Financial Institutions and Markets

Health Care Administration Specialization Courses

FINS 559	Health Care Finance
MGMT 555	Issues in Health Care Administration
MGMT 558	Health Care Policy
TECH 582	Information Systems in Health Care Management

Human Resource Management Specialization Courses

MGMT 530	The Legal Environment of Business
MGMT 561	Organizational Behavior and Ethics
MGMT 566	Organizational Conflict Management
MGMT 569	Recruiting, Compensation, and Evaluation

Master of Business Administration (MBA) Completion Program – Students who have begun but not completed their MBA program at another university may complete their work and earn their degree at UoNA. Each case is assessed individually, but all students in the program must at a minimum complete:

MGMT 590 – Management in Global Perspective
TECH 590 – Technology in Global Perspective
MGMT 599 – Capstone Management Project.

Master of Science in Information Technology (MS-IT)

Overview – The goal of the Master of Science in Information Technology is to produce graduates that are prepared to meet the communications needs of modern business. As such, the program provides students with a solid background in both business and information technology in order to prepare them to work within real world business models. On completion of the program, graduates will be able to analyze critically technology-related problems and lead the way toward real world, cost effective solutions to those problems. Furthermore, graduates will be able to clearly and effectively articulate their approach and findings to both technical and lay audiences in both written and oral form.

Additionally, we aim to produce graduates who are able to express themselves clearly and compellingly if they are to serve as the bridge within their organizations. Thus, the program not only emphasizes strong technical skills but also helps students develop and demonstrate their ability to communicate effectively in both written and oral formats.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record in information systems or a closely related field. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials. Should an applicant's TOEFL scores be below those required for entrance into the program courses of the university, students will begin in the Graduate Level Academic and Professional English Program and the program length will be extended.
- Students who have not completed the equivalent of a four year Bachelor's degree in information systems will be required to complete up to three background courses to assure readiness for the rigors of graduate study. Those students with a three year bachelors degree will be required to complete a bridge program equivalent to a fourth year of study.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that

students are able to use effectively their knowledge to apply information technology to the operation of a business entity.

The program length is 21 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 42 credits as follows:

6 credits of Foundation Courses

18 credits of Core Courses

12 credits of Elective Courses

6 credits in a Capstone Course

Program Sequence – The student must complete any required Background Courses prior to beginning the formal program. The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in technology and management as they affect business, government, and not-for-profit organizations. No student will be exempt from these courses. Students next move to a set of six Core Courses designed to provide the tools necessary to address information systems problems that face organizations today. Having laid the foundation, students focus their programs through the selection of four Elective Courses. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student's program is brought together into a final project.

Background Courses (9 credits, as required) *

CMSC 500	Introduction to Programming Languages (3)
INST 500	Foundations of Information Technology (3)
MGMT 500	Foundations of Management (3)

Foundation Courses – All Students – 6 credits **

MGMT 510	Management in Global Perspective (3)
TECH 510	Technology in Global Perspective (3)

Core Courses – 18 credits

CMSC 512	Computer Architecture (3)
CMSC 589	Java Programming (3)
INST 522	Data Base Design and Processing (3)
INST 534	Computer and Information Networking (3)
INST 574	Management Information Systems (3)
TECH 581	Electronic Business Systems (3)

Elective Courses – Select four courses – 12 credits ***

ACCT 520	Accounting for Decision Making (3)
CMSC 501	Structure of Programming Languages (3)
CMSC 507	Database Theory (3)
CMSC 509	Software Methodology (3)
CMSC 518	Data Communication Theory (3)
CMSC 530	Operating System Internals (3)
CMSC 583	Software Testing and Integration (3)
CMSC 585	Object Oriented Design Methods (3)
INST 518	Technology and Operations Management (3)
INST 534	Computer and Information Networking (3)
INST 574	Management Information Systems (3)

INST 587	Special Topics in Information Technology I (3)
INST 588	Special Topics in Information Technology II (3)
INST 598	Directed Research (3)
MGMT 520	Principles of Management (3)
MGMT 530	Legal Environment of Business (3)
MGMT 573	Fundamentals of Project Management (3)
TECH 580	Technology in the Business Enterprise (3)
TECH 581	Electronic Business Systems (3)

Capstone Course – All Students – 6 credits

INST 599	Information Systems Project (6)
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TOTAL: 42 credits

* Background Courses must be completed before advancing to Foundation, Core, or Elective courses. This requirement may also be met by the satisfactory completion of an equivalent undergraduate or graduate course at a recognized university, through CLEP or DAN TES examinations, or by a portfolio documenting equivalent college-level learning.

** Foundation Courses must be taken during the student's first semester in the program (following any required Background Courses).

*** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year. Students should plan their schedules accordingly.

**** The Capstone Course and project must be completed during the last semester of the program.

Specializations – Students may select any four courses from the list of available courses as electives. Those who do so will be awarded the M.S.I.T. degree without a specialization. Students who wish to focus their elective courses may do so in one of two areas of specialization. Students who do so will earn their M.S.I.T. with a Specialization and will complete the four courses required by the university for these areas. The specializations and the related required courses are:

Programming

CMSC 501	Structure of Programming Languages (3)
CMSC 589	Java Programming (3)
INST 552	Programming Languages (3)
INST 555	Advanced Theory of Programming Languages (3)

Technology Management

INST 518	Technology and Operations Management (3)
INST 574	Management Information Systems (3)
MGMT 573	Fundamentals of Project Management (3)
TECH 580	Technology in the Business Enterprise (3)

MSIT Completion Program – Students who have begun but not completed their MSIT program at another university may complete their work and earn their degree at UoNA. Each case is assessed individually, but all students in the program must at a minimum complete:

- MGMT 590 – Management in Global Perspective
- TECH 590 – Technology in Global Perspective
- MGMT 599 – Capstone Management Project.

Master of Science in Computer Science (MS-CS)

Overview – The goal of the Master of Science in Computer Science program is to prepare technical computing specialists. On completion of the program, the graduate will be able to identify and address technical problems as they relate to all aspects of computer science. Further, graduates will be able to clearly and effectively articulate their approach and findings to other professionals in their field in both written and oral forms.

Additionally, we aim to produce graduates who are able to express themselves clearly and compellingly if they are to affect change in their organizations. Thus, the program not only emphasizes strong technical skills but also helps students develop and demonstrate their ability to communicate effectively in both written and oral formats.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this graduate program and of the probable contribution that the candidate will make to his or her organization after graduation.

Among the criteria that will be included in this assessment are:

- A four year undergraduate degree in computer science or a closely related field.
- Students must have completed undergraduate courses in the following areas:
 - At least one functional programming language (C, Pascal etc.)
 - At least one object oriented language (C++, Java, Delphi etc.)
 - At least one data structures course
 - At least 12 semester credits of mathematics (including courses in calculus and algebra)
- The candidate's personal statement of his or her reason for pursuing a graduate degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose undergraduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials. Should an applicant's TOEFL scores be below those required for entrance into the program courses of the university, students will begin in the Graduate Level Academic and Professional English Program and the program length will be extended.

Program Structure – It is expected that students will take two courses per term throughout their programs. Participation in a co-operative work experience will be a part of the program to ensure that students are able successfully function at a high level in the world of computer science.

The program length is 21 months, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 42 credits as follows:

- 6 credits of Foundation Courses
- 18 credits of Core Courses
- 12 credits of Elective Courses
- 6 credits in a Capstone Course

Program Sequence – The initial and required two Foundation Courses have been designed to acquaint all students with the latest thinking and developments in technology and management as they affect business, government, and not-for-profit organizations. No student will be exempt from these courses. Students next move to a set of six Core Courses designed to provide an advanced framework in computer science. Finally, students move to their own selection of Elective Courses. Elective Courses are chosen in consultation with the student’s advisor in order to provide students with the specialized, focused training they need to equip them for their own career paths. Finally, each student completes the Capstone Course in which what has been learned in all of the student’s program is brought together into a final project.

Foundation Courses – All Students – 6 credits *

MGMT 510	Management in Global Perspective (3)
TECH 510	Technology in Global Perspective (3)

Core Courses – 18 credits

CMSC 507	Database Theory (3)
CMSC 509	Software Methodology (3)
CMSC 518	Data Communications Theory (3)
CMSC 530	Operating Systems Internals (3)
CMSC 583	Software Testing and Integration (3)
CMSC 585	Object Oriented Design Methods (3)

Elective Courses – select two or three courses to meet program requirements**

CMSC 512	Computer Architecture (3)
CMSC 524	Principles of Programming Languages (3)
CMSC 552	Current Developments in Computer Science I (3)
CMSC 553	Current Developments in Computer Science II (3)
CMSC 585	Object Oriented Design Methods (3)
CMSC 589	Java Programming (3)
CMSC 598	Directed Research (3)
INST 518	Technology and Operations Management (3)
INST 522	Data Base Design and Processing (3)
INST 534	Computer and Information Networking (3)
INST 569	Data and System Security (3)
INST 574	Management Information Systems (3)
INST 587	Special Topics in Information Technology I (3)
INST 588	Special Topics in Information Technology II (3)
MGMT 573	Fundamentals of Project Management (3)
TECH 580	Technology in the Business Enterprise (3)
TECH 581	Electronic Business Systems (3)

Capstone Course – 6 credits ***

CMSC 599	Computer Science Project (6)
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TOTAL: 42 credits for students who enter after 10/1/2011

* Foundation Courses must be taken during the student’s first semester in the program.

** Elective Courses are offered on a rotating basis; not all courses will be available during any given academic year. Students should plan their schedules accordingly.

*** The Capstone Course and project must be completed during the last semester of the program.

MSCS Completion Program – Students who have begun but not completed their MSCS program at another university may complete their work and earn their degree at UoNA. Each case is assessed individually, but all students in the program must at a minimum complete:

MGMT 590 – Management in Global Perspective
TECH 590 – Technology in Global Perspective
MGMT 599 – Capstone Management Project.

Doctoral Degree Programs

Doctor of Business Administration (DBA)

Overview – The goal of the Doctor of Business Administration program is to prepare leaders for top-level positions for industry, government, and education and to provide these leaders with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. On completion of the program, the doctoral graduate will be able to provide real-world based leadership that is grounded in the latest theories to a wide range of business entities in the international marketplace. Further, graduates will be able to clearly and effectively articulate their approach and findings to both a technical and a lay audience in both written and oral forms.

The program has an international focus, and themes and cases drawn from all parts of the world are interwoven throughout.

Managers must be able to express themselves clearly and compellingly if they are to serve as leaders in businesses, government entities, and not-for-profit organizations. Thus, the program has a strong emphasis on the development and demonstration of the ability to communicate effectively in both written and oral formats. Students will be provided with opportunities in each course to develop and hone these skills.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this doctoral program and of the probable contribution that the candidate will make to the field of business administration after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- A Master of Business Administration (MBA) degree or another Master's degree in a closely related field. Again, a record of academic accomplishment is expected.
- Students whose Master's degree is in a field other than one that is business related will be required to complete from one to four additional Foundation Courses as needed to assure preparation for Doctoral work.
- Demonstrated success in the operation of a business, not-for-profit organization, or government agency.
- The candidate's personal statement of his or her reason for pursuing a doctoral degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Management Admissions Test (GMAT) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.

- Candidates whose graduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials. Should an applicant's TOEFL scores be below those required for entrance into the program courses of the university, students will begin in the Graduate Level Academic and Professional English Program and the program length will be extended.
- Students who have not completed the equivalent of an MBA may be required to complete up to four Background Courses to assure readiness for the rigors of doctoral study.

Program Structure – The program is designed as a cohort program – students enter with a group of other doctoral students and progress through the program as a unit. Through this approach, students will understand clearly the dynamics of groups and will develop interpersonal problem solving techniques crucial for success in the world of business.

Students take two courses per term until they reach the dissertation stage when each course must be completed sequentially, one per term. Maintaining this pattern is considered to be full-time enrollment by the university.

The program length is 3 years, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 60 credits as follows:

- 36 credits of major coursework
- 12 credits of research courses
- 12 credits of dissertation courses

Program Sequence – If required, the student will complete from one to four doctoral-level Background Courses to equip him or her to succeed in the program. These courses must be completed before joining a cohort of fellow students and beginning the Major and Research course sequence. Students typically complete Major and Research courses two at a time. When all Major and Research courses have been completed, the student takes a Comprehensive Examination. This examination consists of four equally weighted three-hour examinations given over a two day period. The areas of assessment on the Comprehensive Examination are:

- Management Theory
- Quantitative Research Methodology
- Managerial Operations
- Financial Data Applications

The successful completion of all four portions of the Comprehensive Examination is required in order to advance to Candidacy status.

Once the student has advanced to Candidacy status, he or she moves to the preparation of a dissertation in an area of business administration of direct interest and relevance to the student. The dissertation must address two related issues –

- The student is expected to advance the boundaries of knowledge by the completion of this dissertation, and
- The dissertation must be designed to address a real-world problem or issue in an organization today.

To focus the efforts and direct the completion of the dissertation, students complete a series of four Dissertation Courses sequentially and one at a time. Completion of each course assures the student and the Dissertation Advisor that the student will accomplish the goals of the process in a timely manner.

When the dissertation has been completed and approved by the student's dissertation committee, a *viva voce* defense will be scheduled at which the candidate will present his or her issue, approach, and findings.

Background Courses *

DOCT 701	Accounting and Finance (3)
DOCT 702	Management (3)
DOCT 703	Managerial Economics (3)
DOCT 704	Quantitative Methods (3)

Major Courses – 36 credits

ACCT 721	Managerial Accounting and Information Systems (3)
FINS 765	Financial Decision Making (3)
MGMT 711	Law and Ethics for Business (3)
MGMT 722	Organizational Behavior and Human Resources (3)
MGMT 733	Operations Management (3)
MGMT 744	Advanced Concepts in Project Management (3)
MGMT 756	Management Theory (3)
MGMT 758	Social Media in Management (3)
MGMT 769	Strategic Planning and Decision Making (3)
MGMT 790	The History of Management Theory (3)
MGMT 799	Seminar in Management (3)
MKTG 788	Marketing Management (3)

Research Courses – 12 credits

RESH 710	Advanced Research Techniques for Business and Technology (3)
RESH 720	Statistics for Business and Technology (3)
RESH 730	Information Technology in Business Research and Technology Research (3)
RESH 740	Quantitative Methods (3)

Dissertation Courses – 12 credits

DISS 750	Concept Paper and Literature Review (3)
DISS 760	Methodology (3)
DISS 770	Dissertation Proposal (3)
DISS 780	Manuscript Preparation (3)

TOTAL: 60 credits

* Background Courses must be completed if the student has not successfully completed the equivalent of a Master's Degree-level course in each area identified. These courses are doctoral level courses that are considered to be the equivalent of three credit hours, but the credits do not count toward the graduation requirement.

Doctoral Completion Program – Students who have attended a doctoral program within the past seven years and who have completed substantially all of their pre-dissertation work may petition for special admission to the university. Students may be admitted into one of two programs:

1. Students who have completed all doctoral coursework at a previous university and who have been advanced to candidacy status will be designated as University Fellows. Each University Fellow will

be assigned a dissertation advisor to serve as a mentor and guide through the process. Students must complete all four dissertation courses (DISS 750, DISS 760, DISS 770, and DISS 780) and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The expectation is that the degree will be completed in a 12 month period.

2. Students who have not been advanced to candidacy status at a previous university will be assigned a mentor who will work with the student to assess all doctoral work previously completed. The taught courses the student must complete will be identified. Following completion of all required taught courses, the student will take the Comprehensive Examination. On successful completion of the Comprehensive Examination, the student will be advanced to Candidacy Status and will be assigned a dissertation advisor. Students must complete all four dissertation courses and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The length of the program will be determined by the number of academic courses the student must complete.

The process for admission to the Doctoral Completion Program is as follows:

- 1 Potential students must make application to the program following standard university procedures including the submission of transcripts, any required language test results, and a statement of the proposed area of research contemplated for the dissertation.
- 2 An individualized assessment will be completed for each prospective doctoral student. The applicant's completed coursework will be compared with the university's existing doctoral degree requirements to determine the work required to be completed. If the applicant is accepted for admission to the program, a degree completion plan will be designed and presented to the potential student. Should the student accept the offer of admission, a mentor will be assigned to the student to guide the student to the completion of his or her degree.

Doctor of Information Technology (DIT)

Overview – The goal of the Doctor Information Technology (DIT) program is to combine the disciplines of information systems and software engineering at an advanced level. On completion of the program, the graduate will be able to design, use and evaluate information supported decision-making in information technology and business policy settings. UoNA prepares students with a firm understanding of the technical and organizational aspects of information technology.

The Doctor of Information Technology program is an application-oriented degree awarded for excellence in the advancement and dissemination of new knowledge, both basic and applied, about the design, use and evaluation of information systems, services, and policies for individuals, private sector firms, and non-profit and governmental organizations.

Admission Criteria – Each candidate for admission will receive a personal assessment of the likelihood of his or her success in this doctoral program and of the probable contribution that the candidate will make to the field of information technology after graduation.

Among the criteria that will be included in this assessment are:

- A solid undergraduate record. The candidate's area of studies is less important than the accomplishment of a successful record of academic achievement.
- A Master of Science in Information Technology (MSIT) degree or another Master's degree in a closely related field. Again, a record of academic accomplishment is expected.

- Students whose Master's degree is in a field other than one that is information technology related will be required to complete from one to four additional Foundation Courses as needed to assure preparation for Doctoral work.
- Demonstrated success in operations as an IT professional in a business, not-for-profit organization, or government agency.
- The candidate's personal statement of his or her reason for pursuing a doctoral degree, the reason for selecting this particular program, and how the candidate's background has prepared the applicant for success in the program and the business world after graduation.
- Two letters of reference attesting to the candidate's experience and abilities and readiness for graduate studies.
- The results of the Graduate Record Examination Test (GRE) are not required for admission to the program. The candidate may, however, wish to submit such scores in support of his or her application.
- Candidates whose graduate degree was completed in a language other than English must submit their Test of English as a Foreign Language (TOEFL) scores as a part of their admissions materials. Should an applicant's TOEFL scores be below those required for entrance into the program courses of the university, students will begin in the Graduate Level Academic and Professional English Program and the program length will be extended.
- Students who have not completed the equivalent of an MSIT may be required to complete up to four Background Courses to assure readiness for the rigors of doctoral study.

Program Structure – The program is designed as a cohort program – students enter with a group of other doctoral students and progress through the program as a unit. Through this approach, students will understand clearly the dynamics of groups and will develop interpersonal problem solving techniques crucial for success in the world of information technology.

Students take two courses per term until they reach the dissertation stage when each course must be completed sequentially.

The length of the program is 3 years, and the expectation is that students will complete in this length of time. Should extenuating circumstances arise, the time-to-completion may be extended to as much as four years at the request of the student and with the approval of the Dean.

The program consists of 60 credits as follows:

36 credits of major coursework

12 credits of research courses

12 credits of dissertation courses

Program Sequence – If required, the student will complete from one to four doctoral-level Background Courses to equip him or her to succeed in the program. These courses must be completed before joining a cohort of fellow students and beginning the Major and Research course sequence. Students typically complete Major and Research courses two at a time. When all Major and Research courses have been completed, the student takes a Comprehensive Examination. This examination consists of four equally weighted three-hour examinations given over a two day period. The areas of assessment on the Comprehensive Examination are:

DOCT 909 Doctoral Comprehensive Examination*

The successful completion of all four portions of the Comprehensive Examination is required in order to advance to Candidacy status.

Once the student has advanced to Candidacy status, he or she moves to the preparation of a dissertation in an area of information technology of direct interest and relevance to the student. The dissertation must address two related issues –

- The student is expected to advance the boundaries of knowledge by the completion of this dissertation, and
- The dissertation must be designed to address a real-world problem or issue in an organization today.

To focus the efforts and direct the completion of the dissertation, students complete a series of four Dissertation Courses sequentially and one at a time. Completion of each course assures the student and the Dissertation Advisor that the student will accomplish the goals of the process in a timely manner.

When the dissertation has been completed and approved by the student's dissertation committee, a *viva voce* defense will be scheduled at which the candidate will present his or her issue, approach, and findings.

Background Courses * (4)

DOCT 705	Enterprise IT Lifecycle Processes
DOCT 706	Global Enterprise Data Management
DOCT 707	Global Enterprise Architecture
DOCT 708	Enterprise IT Leadership and Governance

Major Courses – 36 credits - 12 Courses

INST 721	Information Technology Research and Practice
INST 732	Survey of Research Literature in Information Technology Management Infrastructure
INST 743	Survey of Research Literature in Information Technology Planning and Delivery
MGMT 744	Advanced Concepts in Project Management
INST 765	Information Technology Delivery
INST 776	Information Technology Strategies and Management
INST 742	Special Topics in Information Technology
INST 753	Directed Readings in Information Technology
INST 764	Distributed Database Management Systems
INST 775	Intelligent Databases
INST 786	Electronic Commerce
INST 799	Seminar in Information Technology

Research Courses – 12 credits – 4 Courses

RESH 710	Advanced Research Techniques for Business and Technology (3)
RESH 720	Statistics for Business and Technology (3)
RESH 730	Information Technology in Business Research and Technology Research (3)
RESH 740	Quantitative Methods (3)

Dissertation Courses – 12 credits – 4 Courses

DISS 750	Concept Paper and Literature Review (3)
DISS 760	Methodology (3)
DISS 770	Dissertation Proposal (3)
DISS 780	Manuscript Preparation (3)

TOTAL: 60 credits

* Background Courses must be completed if the student has not successfully completed the equivalent of a Master's Degree-level course in each area identified. These courses are doctoral level courses that are considered to be the equivalent of three credit hours, but the credits do not count toward the graduation requirement.

Doctoral Completion Program – Students who have attended a doctoral program within the past seven years and who have completed substantially all of their pre-dissertation work may petition for special admission to the university. Students may be admitted into one of two programs:

1. Students who have completed all doctoral coursework at a previous university and who have been advanced to candidacy status will be designated as University Fellows. Each University Fellow will be assigned a dissertation advisor to serve as a mentor and guide through the process. Students must complete all four dissertation courses (DISS 750, DISS 760, DISS 770, and DISS 780) and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The expectation is that the degree will be completed in a 12 month period.
2. Students who have not been advanced to candidacy status at a previous university will be assigned a mentor who will work with the student to assess all doctoral work previously completed. The taught courses the student must complete will be identified. Following completion of all required taught courses, the student will take the Comprehensive Examination. On successful completion of the Comprehensive Examination, the student will be advanced to Candidacy Status and will be assigned a dissertation advisor. Students must complete all four dissertation courses and the dissertation. On completion and acceptance of the dissertation by the student's doctoral committee, an oral defense and presentation of the study will be scheduled. The length of the program will be determined by the number of academic courses the student must complete.

The process for admission to the Doctoral Completion Program is as follows:

1. Potential students must make application to the program following standard university procedures including the submission of transcripts, any required language test results, and a statement of the proposed area of research contemplated for the dissertation.
2. An individualized assessment will be completed for each prospective doctoral student. The applicant's completed coursework will be compared with the university's existing doctoral degree requirements to determine the work required to be completed. If the applicant is accepted for admission to the program, a degree completion plan will be designed and presented to the potential student. Should the student accept the offer of admission, a mentor will be assigned to the student to guide the student to the completion of his or her degree.

Certificate Programs

The university offers a variety of certificate courses and programs to meet the workplace and educational needs of professionals. Included are Individual Certificate Programs – those that are self-contained and focused on immediate knowledge and application; Academic Certificate Programs – those designed to be equivalent to a university’s academic courses; the International Nurse Certification Training (INCT) program – designed to assist international nurses to pass the NCLEX examination, and English Language programs – designed to improve English language competencies for education and the world of work.

A variety of Individual Certificate Programs has been developed by UoNA staff members to focus on specific areas of concern to contemporary businesses in the global marketplace. Included among the programs are Basics of Computerized Accounting Systems, Global Communications, Intercultural Communication, Key Legal Issues in International Markets, and Fundamentals of Cyber-Security.

Academic Certificate Programs

The university offers two types of academic certificate programs, Individual Certificate Programs, those that are self-contained and focused on immediate knowledge and application, and Academic Certificate Programs. Academic Certificate Programs designated as being at the graduate level and are designed to be equivalent to a university’s academic courses. These programs have been designed by UoNA faculty members to parallel standard university courses including UoNA’s own academic courses in terms of academic content, rigor, and assessment. Courses completed may be transferred for credit toward one of the university’s degree programs.

Seven Academic Certificate Programs are currently available as follows:

- Certificate in Addiction Counseling
- Certificate in Psychology
- Graduate Certificate in Global Management
- Advanced Graduate Certificate in Global Management
- Advanced Graduate Certificate in Information Technology
- Graduate Certificate in Managerial Technology
- Graduate Certificate in Strategic Planning

Certificate in Addiction Counseling

This Certificate program is designed to provide students with the knowledge and skills to assist individuals who are struggling with addictions and who wish to break the cycle. A knowledge of human behavior, the addictive personality, and the role of religion and the Spirit in addressing the issues is presented.

This certificate consists of the following three courses:

- | | |
|----------|--|
| CNSL 103 | Basic Counseling Skills (3 credit hour equivalent) |
| COMM 302 | Interpersonal Communication (3 credit hour equivalent) |
| PSYC 301 | Counseling for Addictive Behavior (3 credit hour equivalent) |

Certificate in Psychology

This Certificate program is designed to provide students with a better understanding of human behavior and mental processes, a deeper understanding of both their and others' motivations, and a greater sense of how people interrelate. In addition, students will develop improved skills in interpersonal communication.

This certificate consists of the following three courses:

PSYC 201	Introduction to Psychology (3 credit hour equivalent)
CNSL 102	Personal Growth (3 credit hour equivalent)
COMM 302	Interpersonal Communication Skills (3 credit hour equivalent)

Graduate Certificate in Global Management

This Graduate Certificate Program is designed to provide a basic background for understanding business, government, and the not-for-profit sector in an international context. Those completing the certificate will be fluent in the language and operations of contemporary institutions and will develop a foundation for working in the global environment.

This certificate consists of the following three courses:

CERT 510	Management in Global Perspective (3 credit hour equivalent)
CERT 550	Technology in Global Perspective (3 credit hour equivalent)
CERT 520	Principles of Management (3 credit hour equivalent)

Advanced Graduate Certificate in Global Management

This Advanced Graduate Certificate builds on the foundation of the Graduate Certificate in Global Management by adding two in-depth courses that provide a solid level of expertise in global business operations.

This certificate consists of the following five courses:

CERT 510	Management in Global Perspective (3 credit hour equivalent)
CERT 550	Technology in Global Perspective (3 credit hour equivalent)
CERT 520	Principles of Management (3 credit hour equivalent)
CERT 541	International Business (3 credit hour equivalent)
CERT 542	Principles of Global Management (3 credit hour equivalent)

Advanced Graduate Certificate in Information Technology

This Advanced Graduate Certificate in Information Technology is designed to provide the highest level introduction to the design and implementation of information technology projects. Students are expected to have completed graduate work in information technology or computer science prior to beginning the program.

The certificate consists of the following three courses:

CERT 721	Information Technology Research and Practice (3 credit hour equivalent)
CERT 732	Survey of Research Literature in Information Technology Management Infrastructure (3 credit hour equivalent)
CERT 743	Survey of Research Literature in Information Technology Planning and Delivery (3 credit hour equivalent)

Graduate Certificate in Managerial Technology

The Graduate Certificate in Managerial Technology provides the executive with a basic foundation for understanding the role and function of technology in business today. Building from a broad theoretical base, the program provides a focused look at major application areas for technology in business.

The certificate consists of the following three courses:

CERT 550	Technology in Global Perspective (3 credit hour equivalent)
CERT 580	Technology in the Business Enterprise (3 credit hour equivalent)
CERT 581	Electronic Business Systems (3 credit hour equivalent)

Graduate Certificate in Strategic Planning

This Graduate Certificate provides executives with an understanding of the fundamentals of strategic planning with an emphasis on the application of the latest tools for planning and strategic management.

The certificate consists of three courses:

CERT 510	Management in Global Perspective (3 credit hour equivalent)
CERT 572	Strategic Planning and Management (3 credit hour equivalent)
CERT 573	Fundamentals of Project Management (3 credit hour equivalent)

Bridge Programs

Because many nations offer three year bachelor's degree programs while American universities require the completion of a four year degree for entrance into a graduate program, UoNA has developed its Bridge Program. This program offers a series of ten courses designed to complete the student's preparation for full admission into a graduate program of the university. Two programs are offered: the Bridge Program in Management and the Bridge Program in Technology. Each program requires 30 credit hours in a prescribed curriculum for successful completion. Students entering a Bridge Program will be accepted conditionally as Master's Degree students.

The UoNA Bridge Program in Technology is designed for three-year Bachelor's Degree holders to prepare them for entry into the university's Master of Science in Information Technology (MS-IT) Program.

MGMT 305	Organizational Communications (3)
MCAP 351	Management Support Systems (3)
MICS 341	Systems Analysis and Design (3)
MICS 455	Computer Networking and Telecommunications (3)
MICS 461	Data Base Management (3)
MGMT 321	Principles of Management and Supervision (3)
MGMT 411	Performance Measurement and Evaluation (3)
MGMT 427	Operations and Project Management (3)
MGMT 435	Strategic Management and Planning (3)
STAT 323	Research and Statistical Analysis (3)

TOTAL 30 Credits

The UoNA Bridge Program in Management is designed for three-year Bachelor's Degree Holders to prepare them for entry into the university's Master of Business Administration (MBA) Program.

MGMT 305	Organizational Communications (3)
MGMT 315	Managerial Accounting and Financial Analysis (3)
MGMT 319	Principles of Marketing and Advertising (3)
MGMT 321	Principles of Management and Supervision (3)
MGMT 411	Performance Measurement and Evaluation (3)
MGMT 417	Human Resource Management (3)
MGMT 427	Operations and Project Management (3)
MGMT 435	Strategic Management and Planning (3)
MCAP 303	Organization and Technology of Information Management (3)
STAT 323	Research and Statistical Analysis

TOTAL 30 Credits

Professional Studies Programs

International Nurse Certification Training Program (INCT)

Overview - The purpose of this professional studies certificate program is to prepare individuals who have been certified as registered nurses in a country other than the United States for success on the NCLEX examination and in the American health care industry. At the conclusion of the one academic year program, graduates are assisted in obtaining a placement through the available Optional Practical Training (OPT) program. In the OPT program, students are able to work in a U.S. health care facility for one year, gaining practical experience while working as a fully-paid Registered Nurse.

Admission Requirements

1. RN or equivalent license in home country
2. GCFNS Certification
3. Successful TOEFL (550), TOEIC (750), or other English score
4. Completion of application forms
5. Proof of financial ability
6. Approval to enter the United States (I-20, visa)

Program Components

1. Academic training – one academic year (18 credit hour equivalent)
2. Academic graduation exercise – award of certificate of completion
3. Application for Optional Practical Training (OPT)
4. OPT Placement as a Registered Nurse in a U. S. health care facility
5. Optional Practical Training (OPT) – one year of fully-paid practical experience
6. INCT Program completion Certification on completion of OPT

Course Requirements and Sequence

Semester 1

INCT 200	Professional Development for Nurses (3 credit hour equivalent)
INCT 201	American Culture (3 credit hour equivalent)
INCT 202	Medical English (3 credit hour equivalent)

Semester 2

INCT 210	Certification Preparation (9 credit hour equivalent)
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International Pharmacy Assistant Certification Training Program (IPACT)

Overview – The purpose of this professional studies certificate program is to prepare individuals who have been certified as pharmacy assistants in a country other than the United States for success on the Pharmacy Technician Certification Board (PCTB) examination and in the American health care industry. At the conclusion of the one academic year program, graduates are assisted in obtaining a placement through the available Optional Practical Training (OPT) program. In the OPT program, students are able to work in a U.S. pharmacy or health care facility for one year, gaining practical experience while working as a fully-paid Pharmacy Technician.

Admission Requirements

1. Experience as a pharmacy assistant or technician or equivalent in home country
2. High school diploma
3. Successful TOEFL (550), TOEIC (750), or other equivalent English score
4. Completion of the university's application form
5. Submission a non-refundable application fee of \$100.00 (electronic payment, check, or money order payable to "The University of North America") in U.S. currency
6. Submission of a copy of a form of identification (either a current passport or birth certificate) and, for Permanent Residents, a copy of the Green Card.
7. Proof of financial ability
8. Approval to enter the United States (I-20, visa)

Program Components

1. Academic training – one academic year (18 credit hour equivalent) – four focused courses designed to prepare students for success as a professional in the American health care system.
2. Academic graduation exercise – award of certificate of completion
3. Completion of the PCTB examination
4. Application for Optional Practical Training (OPT)
5. OPT Placement as a Pharmacy Technician in a U. S. health care facility
6. Optional Practical Training (OPT) – one year of fully-paid practical experience
7. IPACT Program completion Certification on completion of OPT

Course Requirements and Sequence

Semester 1

PHRM 200	Professional Development for Pharmacy Technicians (3 credit hour equivalent)
PHRM 201	Technical Skills for Pharmacy technicians (3 credit hour equivalent)
PHRM 202	Medical English and Mathematics (3 credit hour equivalent)

Semester 2

PHRM 210	Certification Preparation (9 credit hour equivalent)
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English Language Programs

Mission

The mission of the English Language programs of UoNA is to provide non-native speakers high-quality English as a Second Language instruction. Through UoNA's programs, students are given the opportunity not only to excel in four different language skill areas, but also to improve their cultural awareness in a multi-cultural educational environment.

English language instruction is an integral part of the University of North America and provides English language training for the university's academic programs as well as programs for professional, diplomatic, and general second language acquisition and cultural development.

English Placement Test

All prospective ESL students will be given a placement assessment in order to determine the level of language competencies currently held and to provide proper placement in one of the ESL programs.

Intensive English Program

The Intensive English course of study is for international F-1 visa holders. The classes are offered five days a week with a total of 22 instructional hours.

The Intensive English Language course of study is a non-degree course designed for international students who want to study English skills in the United States. Studying at BELI provides the student with a bridge to future studies, professional advancement, and integration into the American way of life. The Intensive English Language course of study offers six levels. Each level is offered for 12 weeks during the fall, winter and spring terms. The summer term meets for 10 weeks. The full-time intensive course of study meets the visa requirements for international F-1 students. Students are provided a minimum of 22 hours of instruction per week. This program is based on an integrated skills curriculum; each level offers four different skill groups: reading, writing, speaking and listening. These levels are geared toward practical and social skills that each student needs in their academic and social environments. With these skills directed toward the students needs, students will be able to increase their language fluency and accuracy. Students who are interested in taking additional courses will have different elective options.

In order to advance to the next level, students must achieve a minimum of 70% overall grade. Students who have met this requirement will be able to continue to the next level and be eligible to retake the placement test in order to advance to an even higher level.

Semi-Intensive ESL Program

The Semi-Intensive ESL program is designed for individuals who are interested in developing their English Language skills on a part-time basis. The Semi-Intensive program offers six levels and is based on an integrated skills curriculum. These levels are geared toward practical and social skills that each student needs in their academic and social environments. With these skills directed toward student needs, students will be able to increase their language fluency and accuracy. Each level offers different skill groups for reading, writing, speaking, and listening.

The Semi-Intensive program meets three times per week for a total of 11 hours per week. The program is six weeks in length and is open to students from varied backgrounds.

TOEFL – iBT Preparation Program

The Test of English as a Foreign Language – Internet Based Test (TOEFL-iBT test) is one of the most significant, internationally recognized tests. TOEFL-iBT is the test of English for academic purposes and is used to evaluate the English proficiency of people who speak English as a second language.

The university's TOEFL-iBT preparation course of study is structured to meet the requirements of the internet-based test. The purpose of the course is to help non-native English speakers in using and understanding the English language as it is spoken, written, and heard in a college and university setting. The TOEFL-iBT course prepares students for the challenging TOEFL-iBT. Through this course, the university helps students pinpoint problem areas and practice for the test. Overall, the training provides an interactive learning environment and helps students reduce test anxiety.

This course of study is available as a full-time program to international students who are on an F1 visa status and also as a semi-intensive study to local students on other visas.

Business English Program

The university offers two different Business English courses of study. One is for busy professionals who want to improve their professionalism and business English skills in certain areas. The second is a semi-intensive Business English program to prepare students for the academic and professional world.

This course of study is ideal for busy professionals who want to become more effective and efficient in the international business world of communications and for learners who are interested in developing their Business English skills. The Business English courses of study have an in-depth focus on the language of business. The course combines the unique aspects of business language with structured intensive language skills. Course schedules are designed to fit in any professional's busy workday and learner's busy study schedule. Professionals and learners who participate in these classes will be able to:

- Conduct effective business communications
- Contribute effectively and efficiently in business meetings
- Understand and conduct business meetings and presentations
- Present effective communicative ability when communicating, presenting, and negotiating.

Elective ESL Courses

The university offers a variety of elective courses for students who are interested in broadening their cultural awareness. The elective courses are for students who want to take advantage of personalized, flexible, and more interactive approaches. Elective courses meet twice each week for a total of four hours per week. Students who are interested in taking elective courses have five elective options including:

- Pronunciation
- American Culture
- Vocabulary Development
- Listening Development
- Communication Strategies

Graduate Level Academic and Professional English Program

The Graduate Level Academic and Professional English program is designed for students TOEFL scores do not meet the minimum required for admission into an academic program. All non-native

speakers of English are required to have a minimum TOEFL/IELTS score in order to enter the academic programs of the University of North America. Students who do not meet the required minimum TOEFL test score begin their program in the English Language courses of the university in order to succeed in the academic classroom. Students whose scores fall between 71 – 79 will be placed in the Graduate Level Academic and Professional English course of study. Students whose scores are below 71 will be placed in the intensive English as a second language program.

Provisionally admitted students who are enrolled in this program will take the intensive TOEFL-iBT test preparation program and will be required to retake the TOEFL-iBT test no later than the end of the eighth week of the term. Successful students (those who receive a 79 or higher on the TOEFL-iBT) will be enrolled in their degree program beginning with the next term. Students may repeat the TOEFL-iBT Course if they do not achieve a satisfactory score. Provisionally accepted students who successfully complete the requirement will clear the condition on their admission and register for their graduate level courses.

Course Descriptions – Degree Programs

ACCT 500 Foundations of Accounting 3 credit hours

This course introduces the fundamental accounting principles and tools for financial analysis necessary for effective managerial decision making. Included are an exploration of basic accounting principles and practices, financial statement analysis, budgeting and planning, and the role of financial data in the operation of the enterprise.

ACCT 520 Accounting for Decision Making 3 credit hours

This course introduces the basic principles and analytical techniques relating to corporate financial management. Topics include overall financial analysis, planning, and control; sources and uses of funds; capital; operational and financial leverages; working capital management; inventory and portfolio management; long-term investment decisions; and the timing of financial policy in order to make sound managerial decisions.

ACCT 525 Advanced Accounting Procedures 3 credit hours

This course builds an understanding of the issues of the provision of relevant operational information to all of an organization's constituents – management, shareholders, auditors, and the public. Strategic cost analysis, firm valuation, and mergers and acquisitions will be discussed.

ACCT 540 Comparative International Accounting Systems and Standards 3 credit hours

This course focuses on the two major accounting standards in widespread use (International Financial Reporting Standards [IFRS] and U.S. Generally Accepted Accounting Practices [US-GAAP]) and assesses the effect of each on firms doing business internationally. Students will understand the similarities and differences in the two systems and will assess the impact of each standard on a firm's financial statements.

ACCT 582 Corporate Structure, Purpose, and Accounting Methodologies 3 credit hours

This course utilizes a case study approach to provide an understanding of how corporate structure and purpose affect and are affected by accounting practices. Similarities and differences in for-profit and not-for-profit approaches are included. A section on forensic accounting provides an understanding of the issues of fraud detection and prevention.

ACCT 721 Managerial Accounting and Information Systems 3 credit hours

This course assumes that students have mastered the basics of accounting at a graduate level and moves to the use of accounting information for business analysis and management decision making. Students will become familiar with standard accounting packages for both small and large-scale operations.

CMSC 500 Introduction to Programming Languages 3 credit hours

This course provides the student with a basic introduction to programming languages as a basis for work in information technology.

CMSC 501 Structure of Programming Languages 3 credit hours

This course is designed to provide a foundational understanding of programming languages including programming paradigms, programming language processors, syntax and semantics, data types and structures, recursion, data control, storage management, and operating and programming environments.

CMSC 507 Database Theory 3 credit hours

This course is an introduction to data models and database systems and design. Included are the relational model and relational algebra and operators as well as functional dependencies and normalization. Underlying storage structures and access methods of databases, database recovery and protection, issues of transactions, concurrent access, and query optimization are covered.

CMSC 509 Software Methodology 3 credit hours

This course serves as an introduction to software development processes. Included are requirements engineering; software architecture, design, and testing; software configuration management, delivery, and testing; and software re-engineering. A special focus is placed on the management of the software development project.

CMSC 512 Computer Architecture 3 credit hours

This course addresses the organization and structure of computing systems. Included is a study of input/output devices, processing modalities, memory structures, and output parameters. A particular focus is on issues of cost and appropriate use of all information resources of the organization.

CMSC 518 Data Communications Theory 3 credit hours

This course will provide the student with a basic understanding of data communication theory including networking components, terminology, standards, and protocols; physical, data link, and network layers of the communication stack; network design, planning, and implementation; wireless technologies and internetworking strategies; and network security and administration.

CMSC 530 Operating Systems Internals 3 credit hours

The course is designed to explore the internal operation of modern computing systems. Included are processes and threads, CPU scheduling, memory management, and file systems. Issues of networking and distributed computing will also be addressed.

CMSC 552 Current Developments in Computer Science I 3 credit hours

This course will address important and emerging topics in computer science of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)

CMSC 553 Current Developments in Computer Science II 3 credit hours

This course will address important and emerging topics in computer science of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)

CMSC 583 Software Testing and Integration 3 credit hours

This course will explore the role of testing within the software development lifecycle. It will include the development and implementation of test plans as will explore the delivery and integration of real world software solutions. Additionally, during this course learners will survey of state of the art software testing tools including record management tools, user input simulation and load tools.

CMSC 585 Object Oriented Design Methods 3 credit hours

This course will cover the use of modeling support tools and the use of supporting diagrams as they relate to object oriented analysis and design methods. During the course the students will work through example case studies in order to solidify their grasp of the underlying concepts and to give them an understanding of the role of object oriented design methods in modern software engineering,

CMSC 589 Java Programming 3 credit hours

This course is designed to provide a foundation in use of the Java programming language. This course will include memory allocation and the manipulation of variables, objects and classes. The course will also cover the use of static and dynamic data structures as well as basic sorting and conditional branching and looping in Java.

CMSC 598 Directed Research 3 credit hours

This course provides the opportunity to conduct an in-depth study of an area of interest to the student that enhances the student's understanding of an emerging topic or issue in computer science. (Prior approval of a faculty member and the Dean is required.)

CMSC 599 Capstone Computer Science Project 6 credit hours

This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

CMSC 599X Capstone Computer Science Project (continuing registration) 1 credit hour

Should a student not complete the Capstone Management Project during the semester, s/he must maintain continuing enrollment by registering for this one credit course.

COMM 520 Managerial Communication 3 credit hours

This course presents the basic theories and practices of organizational and interpersonal communication. Included are the relationship of human behavior to problems of organizational life and development. Cases and experimental exercises in organizational socialization, motivation, dynamics of power, and interpersonal perception are a part of the course.

COOP 500 Foundations for Academic and Professional Integration 3 credit hours

This course is designed to provide a foundation for success in the integration of the co-operative work experience within the academic program of the student. The purpose is to provide guidance for success in both the workplace and in academic settings. Included are an awareness of work expectations in U.S. industries, the development of basic interpersonal communication skills expected in the workplace, and exercises building cultural awareness and sensitivity. Students will develop a professional portfolio and establish the process for maintaining its currency.

Course evaluation is on a Satisfactory (S) or Unsatisfactory (U) basis. Satisfactory completion of this course is required to participate in the co-op program.

COOP 510 Professional Development 1 credit hour

This course is designed to assist students in the ongoing integration of professional work experiences gained through a co-op position with their academic work. Students will complete a report documenting the nature of the work experiences and how they relate to the courses undertaken as a part of their program.

This course must be repeated each semester that the student participates in the co-op program. Course evaluation is on a Satisfactory (S) or Unsatisfactory (U) basis. Satisfactory completion of this course is required to continue to participate in the co-op program.

COOP 520 Work Experience Search 1 credit hour

This course will help direct and monitor students with their program related job search. The main goal is the receipt of offer of employment in a position that is integrally related to the course of studies undertaken. Students meet bi-weekly in a class setting with the Director of Cooperative Education and review companies and positions applied for. A job log must be maintained by the student that documents all of their job search activities.

The course must be repeated each semester that the student does not start a program related work experience. Course evaluation is either Satisfactory (S) or Unsatisfactory (U).

COOP 600 Foundations for Academic and Professional Integration 3 credit hours

This course is designed to provide a foundation for success in the integration of the co-operative work experience within the academic program of the student. The purpose is to enhance and add to the transferable job skills and program specific skills of the co-op student. Included are an awareness of work expectations in U.S. industries, the development of basic interpersonal communication skills expected in the workplace, and exercises building cultural awareness and sensitivity. Students will develop a professional portfolio and establish the process for maintaining its currency.

Course evaluation is on a Satisfactory (S) or Unsatisfactory (U) basis. Satisfactory completion of this course is required to participate in the co-op program.

COOP 610 Professional Development 1 credit hour

This course is designed to assist students in the ongoing integration of professional work experiences gained through a co-op position with their academic work. The intent of the course is to enhance the student's career success upon graduation from the program by building on COOP 600. Students will complete a report documenting the nature of the work experiences and how they relate to the courses undertaken as a part of their program.

This course must be repeated each semester that the student participates in the co-op program. Course evaluation is on a Satisfactory (S) or Unsatisfactory (U) basis. Satisfactory completion of this course is required to continue to participate in the co-op program.

COOP 620 Work Experience Search 1 credit hour

This course will help direct and monitor students with their program related job search. The main goal is the receipt of offer of employment in a position that is integrally related to the course of studies undertaken. Students meet bi-weekly in a class setting with the Director of Cooperative Education and review companies and positions applied for. A job log must be maintained by the student that documents all of their job search activities.

The course must be repeated each semester that the student does not start a program related work experience. Course evaluation is either Satisfactory (S) or Unsatisfactory (U).

DISS 750 Concept Paper and Literature Review 3 credit hours

This course is designed to guide the student through the development of the basic concept for the dissertation and through the preparation of an annotated bibliography of materials relevant to the dissertation. The preliminary goals and approaches of the dissertation are identified and documented. These documents, in slightly modified form, will be the basis for chapters one and two of the final dissertation.

Prereq: All Major and Research courses in the doctoral program

DISS 760 Methodology 3 credit hours

This course is designed to guide the student through the identification of research constructs and the basic data collection and analysis methodologies anticipated in the dissertation. Planned statistical tests will be identified and basic table shells for data presentation will be prepared. This document, in slightly modified form, will be the basis for chapter three of the final dissertation.

Prereq: DISS 750

DISS 770 Dissertation Proposal 3 credit hours

This course is designed to bring together chapters one, two, and three of the dissertation, prepared in previous courses, and to modify them for final publication.

Prereq: DISS 760

DISS 780 Manuscript Preparation 3 credit hours

This course results in the completion of the doctoral dissertation. Data are analyzed and the manuscript is prepared, reviewed, and edited for publication.

Prereq: DISS 770

DOCT 701 Accounting and Finance 3 credit hours

This course provides a solid, doctoral-level grounding in the basic issues of accounting and finance.

DOCT 702 Management 3 credit hours

This course provides a solid, doctoral-level grounding in the basic issues of management and organizational operations.

DOCT 703 Managerial Economics 3 credit hours

This course provides a solid, doctoral-level grounding in the basic issues of economic theory as applied to the management of enterprises

DOCT 704 Quantitative Methods 3 credit hours

This course provides a solid, doctoral-level grounding in the basic quantitative tools required for the management of organizations.

DOCT 705 - Enterprise IT Lifecycle Processes 3 credit hours

This course provides the students with perspective of IT life cycles in organizations in support of the business process improvement, re-engineering and redesign, and the skills to introduce and manage such processes.

DOCT 706 - Global Enterprise Data Management 3 credit hours

This course focuses on how in depth critical enterprise wide business issues are dealt with through the integration of customer data and the management of data quality assessment. Data management is an important part of IT management in enterprises, and especially the global enterprise spanning across country boundaries and continents. It addresses methods of creating and managing master data, and processes for evaluating the alternative methods and solutions to determine the approach that best addresses the organization's needs. The course highlights the specific technology frameworks and tactics for the success of enterprise data management.

DOCT 707 - Global Enterprise Architecture 3 credit hours

This course focuses in enterprise architecture which is concerned with analyzing and modeling the architecture of the extended enterprise, where collaboration among stakeholders within and outside the enterprise is a key success factor. The students will study research master scheme, business planning, business processes, and computer-based tools to develop and document the architecture models.

DOCT 708 - Enterprise IT Leadership and Governance 3 credit hours

This course focuses on research and skills that are related to today's leading enterprise, with attention to the IT enablement for global reach of successful corporations. Topics include business-IT alignment, strategic planning and budgeting, IT governance and portfolio management, managing emerging technologies, designing effective global organizations, sourcing IT services, and business communications in the global context. The value of IT investments are examined and mapped to benefits, maximizing the realization of IT-related benefits for the enterprise, and assessing and managing IT-related risks.

ECON 500 Foundations of Economics 3 credit hours

This course introduces the basic theories and institutions of economics. The role of supply and demand; the functioning of the market; the interaction of business and government; and the social, political, and international environments facing the enterprise are included.

FINS 530 Financial Institutions and Markets 3 credit hours

This course focuses on the various types of financial institutions available to business and its suppliers and customers. The relationship of markets to these financial institutions is discussed. Examined are issues such as managing return and risk in financial institutions such as commercial banks, savings and loan associations, investment banks and insurance companies and the methods and markets through which these risks are managed.

FINS 559 Health Care Finance 3 credit hours

This course is designed to provide the health care administrator with a basic understanding of the health care finance arena. The course is designed for users of financial information. Included are issues of third-party payer systems, reimbursement models, cost containment, sources and uses of capital financing, private vs. public financing, and ethics.

Prereq: ACCT 520.

FINS 765 Financial Decision Making 3 credit hours

This course develops the basic skills required for the use of financial data in business decision making. The analysis of financial statements, the development of familiarity with financial instruments and institutions, an understanding of the legal and ethical issues in the use and reporting of financial data, and the assessment and management of risk are included.

- INST 500 Foundations of Information Technology 3 credit hours**
 This course introduces the fundamental concepts and issues in information technology. Included is a discussion of computer architectures, telecommunication networks, database design and management, software design and application, and artificial intelligence.
- INST 518 Technology and Operations Management 3 credit hours**
 This course is designed to provide an understanding of the technical link between information systems and business operations. Issues of managing productivity; production planning, forecasting, and scheduling; inventory management including just-in-time systems; and overall project management are included.
- INST 522 Database Design and Processing 3 credit hours**
 This course is designed to provide the student with a solid understanding of data base system concepts and architecture; data models, schema, and instances; data independence and data base language and interface; data definition languages; and overall data base structures. A study of relational data model concepts, integrity constraints, data manipulation, functional dependencies, transaction processing concepts and concurrency control techniques is included.
- INST 534 Computer and Information Networking 3 credit hours**
 This course provides a systematic examination of computer networking including an overview of the history and development of computer network, network topologies, analog and digital transmission, switching multiplexing, and protocols and algorithms. A review of transmission media including connection management, flow control, and buffering is included.
- INST 569 Data and System Security 3 credit hours**
 This course examines the basic principles of data and information system security in the business enterprise. Issues of identification, confidentiality, authentication, integrity, and basic cryptography are addressed. Risk management including intrusion detection and mitigation is included. Issues of organizational security and the attendant policy, legal, and ethical concerns are a focus.
- INST 574 Management Information Systems 3 credit hours**
 This course is designed to provide an overview of information systems in the business world. Included are issues of hardware; software; databases; telecommunication systems; the development and strategic use of information systems; and the social, legal, and ethical issues involved with information systems.
- INST 587 Special Topics in Information Technology I 3 credit hours**
 This course will address important and emerging topics in Information Technology of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)
- INST 588 Special Topics in Information Technology II 3 credit hours**
 This course will address important and emerging topics in Information Technology of specific interest to individual faculty members and will vary in content with each offering. (Advanced standing and prior approval of both the faculty member and the Dean are required.)
- INST 598 Directed Research 3 credit hours**
 This course provides the opportunity to conduct an in-depth study of an area of interest to the student that will enhance the student's understanding of an emerging topic or issue in information technology. (Prior approval of a faculty member and the Dean is required.)
- INST 599 Capstone Information Technology Project 6 credit hours**
 This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and

its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

INST 599X Capstone Information Technology Project (continuing registration) 1 credit hour

Should a student not complete the Capstone Information Technology Project during the semester, s/he must maintain continuing enrollment by registering for this one credit course.

INST 721 - Information Technology Research and Practice 3 credit hours

This course is a technical introduction to the theory and practice of information security. It serves as the first security course for the degree and is required as a prerequisite for all subsequent courses.

INST 732 - Survey of Research Literature in IT Management Infrastructure 3 credit hours

This course examines the application of industry standard frameworks to the management of information technology infrastructure, development, and operations. Frameworks including the Information Technology Infrastructure Library (ITIL), Control Objectives for Information and related Technology (COBIT), and others are covered. Students learn to use these frameworks to tailor a set of concepts and policies to necessary manage IT in a specific enterprise.

INST 742 - Special Topics in Information Technology 3 credit hours

This course is designed to examine current topics in advanced IT research. Content varies depending on faculty interests, research developments, and student demand. The course requires substantial student participation. The course may include formal models for IT, multilevel data models, multilevel database management system architectures, distributed secure system architectures, integrity models and mechanisms, security policy, and requirements analysis.

INST 743 - Survey of Research Literature in IT Planning and Delivery 3 credit hours

This course examines the various stages from planning, scheduling and controlling IS/IT projects to managing critical interfaces with users and vendors, to balancing development needs with system maintenance. In this course, students learn how to optimize IT development and delivery processes so that information technology project may be brought online more effectively, more quickly, and on budget.

MGMT 744 - Advanced Concepts in Project Management 3 credit hours

This course applies contemporary project management tools to real operations in business. Included are the assessment of information requirements, the selection of tools, the gathering of resources, scheduling techniques and issues, the use of information technology, budget and time constraints, the roles of teams and individuals, project controls and project termination.

INST 753 - Directed Readings in Information Technology 3 credit hours

This course is designed for students do an in-depth research and analysis of a contemporary problem in information system development.

INST 765 - Information Technology Delivery 3 credit hours

This course is designed to provide the student with learning about optimum performance and competitive advantages, in today's organizations that are needed to identify, plan, and deliver information technology (IT) solutions that support business processes. It is the role of the project manager to determine customer requirements, set goals tied directly to stakeholder needs, get the most from the project management team, and utilize project management tools to accomplish the work on time, within budget, and to performance specifications. The course addresses the role of the project manager and project team throughout the project life cycle by extending traditional project management concepts to IT projects. Participants gain an understanding of the strategies and skills necessary to manage each stage of the project including critical success factors and hidden risks inherent in IT projects.

INST 776 - Information Technology Strategies and Management 3 credit hours

This course provides an overview of contemporary practices for managing information as a strategic asset of public-sector, non-governmental organizations, community-based and civil society service-

based organizations including libraries and museums. The course examines the challenges of managing the information assets of organizations, methods for building the information capabilities of organizations, understanding the information infrastructure, strategies to assure reliable and secure IT services, managing information asset outsourcing, and how best to organize and lead the IT function.

INST 764 - Distributed Database Management Systems

3 credit hours

This course focuses on the area of databases that is considered by most experts to be a fundamental area of computer and information science, and the course provides comprehensive coverage that includes theoretical foundations, practical experience, and recent advances in distributed database management systems.

INST 775 - Intelligent Databases

3 credit hours

This course is designed for students to study the models and techniques that empower the database systems with intelligence and cooperative behavior, with emphasis on subjects such as knowledge-rich databases, logic databases, epistemological queries, intentional answering, and knowledge discovery. Topics include user interfaces, cooperative query interfaces, interactive query constructors, graphical interfaces, and browsers; uncertainty representing, manipulating, and retrieving uncertain, imprecise, or incomplete information; and formulating and interpreting vague or incomplete queries.

INST 786 - Electronic Commerce

3 credit hours

This course addresses the issues of companies and customers that are discovering the potential impact of the Internet and the Web as powerful strategic assets. Businesses are reengineering their processes to respond to the increased demand for the efficient collection and dissemination of information. This course explores business concepts, opportunities, challenges and strategies related to electronic commerce. Electronic commerce (EC) is the use of information technology in conducting economic transactions and managing businesses over computer networks.

INST 799 -Seminar in Information Technology

3 credit hours

This course is designed for students to examine current advances in computer information systems theory, methodologies, and support systems.

MGMT 500 Foundations of Management

3 credit hours

This course introduces the fundamental practices of the manager in the operation of an enterprise. Included are the role of planning and anticipating market and technological change; organizing the enterprise in response to its supply chain and customer base; leading people and operations to achieve organizational objectives; and controlling staff, finances, operations, and outcomes to assure organizational success.

MGMT 510 Management in Global Perspective

3 credit hours

This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries. (For first-time graduate students)

MGMT 520 Principles of Management

3 credit hours

This course provides an overview of modern management theories. The development of organizations and the problems of leadership posed by organizational structures are evaluated. Included are the dynamics of organizational behavior and their relationship to effective administration. Models of communication, motivation, and leadership are assessed.

MGMT 530 The Legal Environment of Business

3 credit hours

This course serves to familiarize students with how legal principles affect management in business. Students learn the theoretical foundations of the legal systems governing business and are introduced to key substantive areas of law affecting business decisions. A special focus is in the competing interests of the various stakeholders of business and the ethical ramifications of business decisions.

MGMT 541 International Business 3 credit hours

This course provides an overview of international commerce, trade, and business and the worldwide cultural and economic influences that affect it. Differing business structures and legal systems are assessed. Included is a review of the major world trade agreements such as The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Varying national approaches to the management of risk and to importing and exporting goods and services, competition, investments, licensing, franchising, and the availability of global venture capital are studied.

MGMT 542 Principles of Global Management 3 credit hours

This course provides a comparative study of the business and social environments facing managers of a multinational corporation (MNC). Included is an assessment of the impacts factors such as religion, language, family structure, and hierarchy on employees and the enterprise. A review of the varying political and legal institutions, the allocation of authority, the resolution of disputes, and the concepts of ownership and property rights and responsibilities of individuals and corporations is included.

MGMT 555 Issues in Health Care Administration 3 credit hours

This course is designed to provide the student with an understanding of the institutional arrangements for health care in the United States. Issues of prevention as well as amelioration, types of delivery systems and points of access, and client and health care professional responsibilities will be discussed. Cross-county analyses will be used to expand understanding and to allow the student to translate what has been learned into other-country systems.

MGMT 558 Health Care Policy 3 credit hours

This course is designed to provide the student with an understanding of the economic, historical, political, and social context of the health care system. In particular, the course will focus on the political roles of the executive, judicial, and legislative branches of government at both the national and state levels and will assist the student in learning how to work within th system to effect positive outcomes for their institutions and patients.

MGMT 560 Human Resource Management 3 credit hours

This course focuses on the understanding and management of human behavior in organizations through an assessment of the principles, policies, and practices related to procurement, development, maintenance, and, utilization of human resources. The need to integrate employee and organizational goals is included, and a special focus addresses intercultural and international aspects of human resource management.

MGMT 561 Organizational Behavior and Ethics 3 credit hours

This course addresses the crucial issue of ethics in business. The concepts of ethics and social responsibility are discussed in depth in the context of the many stakeholders involved in business today. Included are the responsibilities of a business organization and the constituencies to which it is responsible. The legal environment facing ethical issues is addressed with a focus on major legislative initiatives such as the Americans with Disabilities Act, (ADA), The Family and Medical Leave Act, and civil rights laws, and a review of the regulatory agencies such as FDA and OSHA with workplace responsibilities is included.

MGMT 563 Ethics of Managerial Leadership 3 credit hours

This course is designed to provide a foundation for making ethical decisions in both personal and organizational contexts. Building from both religious and non-religious perspectives, the course addresses the twin issues of personal integrity and the stewardship of organizational resources. The idea of ethics as derived from an underlying concept of justice is included as is the need for an awareness of intercultural differences in addressing ethical issues.

MGMT 566 Organizational Conflict Management 3 credit hours

This course is designed to address the issues of intra-organizational and interpersonal conflict as faced by a manager. The course examines the destructive effects of unmanaged conflict and demonstrates the power of conflict resolution through discussion, negotiation, and mediation. Included is the issue of

conflict resolution within the voluntary organization. Emphasized is the role of preventative action to mitigate personal and organizational conflict.

MGMT 569 Recruiting, Compensation, and Evaluation 3 credit hours

This course is designed to provide the manager with a grounded understanding of the key issues in human resource management as it serves the broader strategic goals of the enterprise. The focus is the development, implementation, and operation of human resource management from a strategic business perspective. Legal and ethical issues of working with personnel at all levels of the organization are included as are appropriate quantitative and qualitative reporting of operations and outcomes.

MGMT 572 Strategic Planning and Management 3 credit hours

This course addresses the unique issues involved in strategic management. The tools of planning and operational management are introduced and the use of technology to facilitate strategic thinking is emphasized. The development, implementation, and evaluation of plans to address the long-term needs of the organization are included. A special focus of the course is on the nature of strategic leadership and leaders including their development and support.

MGMT 573 Fundamentals of Project Management 3 credit hours

This course provides an introduction to the use of project management technology to accomplish organizational objectives. Included are project selection, organization, planning, budgeting, scheduling, management, control, and termination. The role of conflict and negotiation in successful project operation is a particular focus. The use of project management software is a part of the course.

MGMT 580 Leadership in Management 3 credit hours

This course is designed to provide an understanding of the manager as a leader. Current models of leadership will be examined for their applicability in both business and voluntary organizations. The student's personal leadership style will be assessed for areas of strength and areas for future development. The role of the manager as a leader of individual and organizational change is emphasized.

MGMT 590 Management in Global Perspective 3 credit hours

This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries. (For students with prior graduate credit)

MGMT 598 Directed Research 3 credit hours

This course provides the opportunity to conduct an in-depth study of an area of interest that enhances the student's understanding of an emerging topic or issue in business and technology management. (Prior approval of a faculty member and the Dean is required.)

MGMT 599 Capstone Management Project 6 credit hours

This course provides the student with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to the student's academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project, conducts relevant research, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context. An oral presentation of the project approach and findings is required.

MGMT 599X Capstone Management Project (continuing registration) 1 credit hour

Should a student not complete the Capstone Management Project during the semester, s/he must maintain continuing enrollment by registering for this one credit course.

- MGMT 711 Law and Ethics for Business 3 credit hours**
This course is designed to ground the student in ethical behavior in all business relationships and dealings and to describe the relationship of law, both domestic and international, to ethics. The appropriate responsibilities of organizations to all their constituents are emphasized.
- MGMT 722 Organizational Behavior and Human Resources 3 credit hours**
This course is designed to assess the ways humans behave in groups and that groups behave toward humans. The accomplishment of both employee and organizational goals and the role human resource operations play in that effort are emphasized.
- MGMT 725 Knowledge Management 3 credit hours**
This course addresses the management of an organization's greatest asset – its intellectual assets. Included are an examination of knowledge management tools and technologies, knowledge portals, intellectual property, business intelligence, and the management of knowledge loss.
- MGMT 733 Operations Management 3 credit hours**
This course focuses on the on-going, daily operations of an organization. Resource acquisition and usage, production decision making, quality control, risk assessment and management, and facility and employee management are included.
- MGMT 744 Advanced Concepts in Project Management 3 credit hours**
This course applies contemporary project management tools to real operations in business. Included are the assessment of information requirements, the selection of tools, the gathering of resources, scheduling techniques and issues, the use of information technology, budget and time constraints, the roles of teams and individuals, project controls and project termination.
- MGMT 756 Management Theory 3 credit hours**
This course presents the latest in management thinking and assesses the applicability of these theories to organizations in the public and private sectors. The role of the individual as a leader and a manager is discussed.
- MGMT 758 Social Media in Management 3 credit hours**
This course is designed to provide an organization's leader with an understanding of the benefits and potential liabilities of social media. Included are an understanding of the roles the main social media have played and the uses to which they have been put, the development of a corporate strategy for social media utilization and management, and protection of the organization against the misuse of social media.
- MGMT 769 Strategic Planning and Decision Making 3 credit hours**
This course focuses on the long-term viability, positioning, and operation of an organization. The ability to forecast effectively, to assess current and future competition, assemble required resources, and to control risk are included.
- MGMT 790 The History of Management Theory 3 credit hours**
This course provides students with an understanding of the vectors that have operated in management theory and that have brought us to today. Students will become familiar with the leading theoreticians and practitioners over time in order to develop an understanding of both their own management style and the applicability of various management styles to specific situations.
- MGMT 799 Seminar in Management 3 credit hours**
This course provides the opportunity for students and faculty members to jointly study a particular area or topic. This course may be repeated.
Permission of the Program Director is required.
- MKTG 571 Marketing Management 3 credit hours**
This course develops an understanding of the marketing resources, activities and personnel required to identify customer requirements for products and services. Included is an analysis of marketing

opportunities through new product or service development, strategic planning, electronic commerce, product strategies, and product mix. The relationship of marketing to overall organization planning is included.

MKTG 788 Marketing Management 3 credit hours

This course is designed to assess the roles of both traditional and new electronic marketing media as a tool for both image building and product sales. Students will understand the requirements and processes of the development of a marketing plan and will apply what they have learned to a specific product or service.

QANT 520 Quantitative Methods for Managers 3 credit hours

This course provides an introduction to the fundamentals of statistics and quantitative methods for decision making. Quantitative approaches used in management such as CPM/PERT network analysis, forecasting techniques, linear program approaches, and inventory analysis are introduced. Special emphasis is placed on effective presentation of quantitative information for decision making.

RESH 710 Advanced Research Techniques for Business and Technology 3 credit hours

This course is designed to introduce students to business-related information sources and basic analytic techniques required for understanding. Familiarity and facility with electronic data bases relevant to business research will be emphasized. Foundational quantitative and qualitative skills will be built to provide a basis for doctoral-level research.

RESH 720 Statistics for Business and Technology 3 credit hours

This course is designed to develop skills in the collection and analysis of quantitative data for business applications. Included are basic descriptive statistics, hypothesis testing, analysis of variance, and basic correlation and regression analysis.

RESH 730 Information Technology in Business Research and Technology Research 3 credit hours

This course focuses on the use of electronic data for business. Included are a review of the types of hardware and software used by business. Focus is brought to the use of information technology in accounting, marketing, operations, and strategic planning.

RESH 740 Quantitative Methods 3 credit hours

This course focuses on the application of quantitative approaches to real-world business situations. Students will address a series of cases in which data will have to be collected, analyzed, and reported on. Included will be the analysis of externally-provided data and the techniques appropriate to forecasting and decision making. Preg. RESH 720.

TECH 510 Technology in Global Perspective 3 credit hours

This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed. (For first-time graduate students)

TECH 580 Technology in the Business Enterprise 3 credit hours

This course provides a basic understanding of the value and uses of information systems and technology for business operations, management decision making, and strategic operations. Included is an assessment of how managers can utilize information systems to facilitate planning, operations, and growth. Also included is the role that technology plays currently and will increasingly play in enterprise operations.

TECH 581 Electronic Business Systems 3 credit hours

This course provides the student with a basic exposure to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. The course studies

electronic commerce from a global perspective in order to provide an understanding of applications of electronic commerce.

TECH 582 Information Systems in Health Care Management 3 credit hours

This course is designed to guide the student through the legal, ethical, technical, and cost issues surrounding information management in health care. Included are issues of privacy, short and long-term record storage and access, secure communication between the client and the institution and among public and private institutions, information needs at the several levels of medical care, and broad system design and integration. An exploration into telemedicine and medical care at a distance are included.

TECH 590 Technology in Global Perspective 3 credit hours

This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed. (For students with prior graduate credit)

Certificate Programs

Academic Certificate Programs

CERT 410 Management in International Perspective (2 credit hour equivalent)

This course provides an overview of the global environment facing managers today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. A second major focus is on the process by which management theory has evolved. Included are topics such as the manager in a global setting, global trade policy; international political actions, legal variations among societies, and cross-border transfers of capital and people.

CERT 419 Principles of International Management (2 credit hour equivalent)

This course provides an understanding of international business management and operations. An understanding of the impact of cultural factors such as power and authority, individualism and collectivism, and gender and ethnic relationships with which the manager must function is provided. The varying methods and mechanisms of business organization and business-government relationships are assessed.

CERT 450 Technology in International Perspective (2 credit hour equivalent)

This course provides an assessment of the nature of technology in a global business context. Included is an assessment of cultural factors that impinge on the acceptance and use of technology. Also included is a review of the path by which technology has evolved and the directions in which it is headed. The issues that these developments raise for the manager in a global context are discussed. The need for the physical and electronic security of information assets is addressed.

CERT 510 Management in Global Perspective (3 credit hour equivalent)

This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict; institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries.

CERT 511 Management in Global Perspective (2 credit hour equivalent)

This course provides an overview of the global environment facing organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Included are topics such as global trade policy; international political actions including diplomacy and conflict;

institutional, ethical, and legal variations among societies; and capital, human, and technology transfers across national boundaries.

CERT 520 Principles of Management (3 credit hour equivalent)

This course provides an overview of modern management theories. The development of organizations and the problems of leadership posed by organizational structures are evaluated. Included are the dynamics of organizational behavior and their relationship to effective administration. Models of communication, motivation, and leadership are assessed.

CERT 541 International Business (3 credit hour equivalent)

This course provides an overview of international commerce, trade, and business and the worldwide cultural and economic influences that affect it. Differing business structures and legal systems are assessed. Included is a review of the major world trade agreements such as The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Varying national approaches to the management of risk and to importing and exporting goods and services, competition, investments, licensing, franchising, and the availability of global venture capital are studied.

CERT 542 Principles of Global Management (3 credit hour equivalent)

This course provides a comparative study of the business and social environments facing managers of a multinational corporation (MNC). Included is an assessment of the impacts factors such as religion, language, family structure, and hierarchy on employees and the enterprise. A review of the varying political and legal institutions, the allocation of authority, the resolution of disputes, and the concepts of ownership and property rights and responsibilities of individuals and corporations is included.

CERT 543 Principles of Global Management (2 credit hour equivalent)

This course provides a comparative study of the business and social environments facing managers of a multinational corporation (MNC). Included is an assessment of the impacts factors such as religion, language, family structure, and hierarchy on employees and the enterprise. A review of the varying political and legal institutions, the allocation of authority, the resolution of disputes, and the concepts of ownership and property rights and responsibilities of individuals and corporations is included.

CERT 550 Technology in Global Perspective (3 credit hour equivalent)

This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed.

CERT 551 Technology in Global Perspective (2 credit hour equivalent)

This course focuses on the nature of technology as a uniting and separating resource available to the organization. Included are an evaluation of the differing abilities of nations to utilize and integrate technology, an assessment of piracy and security issues, an evaluation of vulnerabilities facing the manager reliant on technology, and an evaluation of the role of outsourcing as a tool for efficiency. The varying political, cultural, and legal barriers managers face with regard to the use of technology in the international environment are addressed.

CERT 572 Strategic Planning and Management (3 credit hour equivalent)

This course provides an introduction to strategic management. The basic tools of planning and operational management are introduced. The use of planning tools is introduced. The development of plans to address the long-term needs of the organization are included. The nature of strategic leadership is emphasized.

CERT 573 Fundamentals of Project Management (3 credit hour equivalent)

This course provides a basic introduction to the use of project management technology. Included are issues in project organization, planning, budgeting, scheduling, management, and control. The issue of conflict resolution in project management is a focus. Project management software tools are introduced.

CERT 580 Technology in the Business Enterprise (3 credit hour equivalent)

This course provides a basic understanding of the use of information systems and technology in business operations and management decision making. Included is an assessment of how managers utilize information systems to facilitate planning and operations. Also included is an assessment of the future of technology in enterprise operations.

CERT 581 Electronic Business Systems (3 credit hour equivalent)

This course provides the student with a basic exposure to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. The course studies electronic commerce from a global perspective in order to provide an understanding of applications of electronic commerce.

CERT 721 - Information Technology Research and Practice (3 credit hour equivalent)

This course is a technical introduction to the theory and practice of information security. It serves as the first security course for the certificate and is required as a prerequisite for all subsequent courses.

CERT 732 - Survey of Research Literature in IT Management Infrastructure (3 credit hour equivalent)

This course examines the application of industry standard frameworks to the management of information technology infrastructure, development, and operations. Frameworks including the Information Technology Infrastructure Library (ITIL), Control Objectives for Information and related Technology (COBIT), and others are covered. Students learn to use these frameworks to tailor a set of concepts and policies to necessary manage IT in a specific enterprise

CERT 743 - Survey of Research Literature in IT Planning and Delivery (3 credit hour equivalent)

This course examines the various stages from planning, scheduling and controlling IS/IT projects to managing critical interfaces with users and vendors, to balancing development needs with system maintenance. In this course, students learn how to optimize IT development and delivery processes so that information technology project may be brought online more effectively, more quickly, and on budget.

CNSL 102 Personal Growth (3 credit hour equivalent)

This course is designed to provide students with an understanding of factors such as childhood traumas, negative thinking, and low self-esteem that inhibit personal growth. Through a combination of lecture, discussion, psychological testing, and group interaction, students will develop the skills needed to both grow more effectively and to assist others to find and follow their own growth path.

CNSL 103 Basic Counseling Skills (3 credit hour equivalent)

This course is designed to provide students with a fundamental understanding of the counseling environment and process. Students will explore the various roles the counselor can play, develop techniques for listening and facilitation, and the role of the counselees religious perspective in the healing process.

COMM 302 Interpersonal Communication Skills (3 credit hour equivalent)

This course is designed as an overview of human communication focusing on the contexts in which communication occurs. Students will better understand the processes of communication both as sender and receiver. Students will also develop an understanding of communication theory as well as the methods used in communication. A key focus will be the effect of communication on conflict and on its resolution.

PSYC 201 Introduction to Psychology (3 credit hour equivalent)

This course is a general introduction to the field of psychology. Included are the scientific study of human behavior and mental processes. The course addresses a broad range of topics including biological foundations, development, learning, cognition, personality, abnormal psychology, psychotherapies, and social behavior.

PSYC 301 Counseling for Addictive Behavior (3 credit hour equivalent)

This course provides students with the basic skills necessary to assist an individual in addressing his or her addictive behaviors. Students will gain an understanding of the several types of addictive behaviors, the personal psychological causes, and the effect of the Spirit in bringing a fundamental change to the individual's thinking processes.

Bridge Programs

MCAP 303 Organization and Technology of Information Management (3 credit hour equivalent)

The purpose of this course is to provide students with a basic understanding of the use of technology in organizations. Included are an understanding of management information systems, data gathering and assurance, and the integration of information across the organization.

MCAP 351 Management Support Systems (3 credit hour equivalent)

This course is designed to introduce students to the basic types and uses of application software in business. The identification of needs and the selection and implementation of programs is included. Emphasis is placed on the intra-organizational coordination of information resources.

MGMT 305 Organizational Communications (3 credit hour equivalent)

This course is designed to provide the student with a basic understanding of communication processes within organizations. Included are an understanding of the concept of audience, the types of written communication and appropriate structuring for each type, the preparation and delivery of oral communication, and the effective use of social media in business.

MGMT 315 Managerial Accounting and Financial Analysis (3 credit hour equivalent)

This course is designed to introduce the student to the fundamental concepts of accounting and financial management. Included are budgeting, forecasting, and techniques for financial statement and annual report analysis.

MGMT 319 Principles of Marketing and Advertising (3 credit hour equivalent)

This course is designed to provide an overview of the field of marketing. Included are topics such as environmental analysis, marketing strategies, new product development, pricing, and advertising techniques.

MGMT 321 Principles of Management and Supervision (3 credit hour equivalent)

This course provides students with a fundamental understanding of the basics of management. Included are planning, organizing, leading, and controlling in both small and large organizations. The concept of the manager as leader receives special emphasis.

MGMT 411 Performance Measurement and Evaluation (3 credit hour equivalent)

This course is designed to introduce students to the basic issues of performance evaluation of both technical and non-technical staff. The development and implementation of appropriate metrics along with the latest approaches to personnel motivation and assessment are included.

MGMT 417 Human Resource Management (3 credit hour equivalent)

This course is designed to focus on the role and activities of the human resources operation to the success of an organization. Included are issues of recruitment, selection, hiring, motivating, monitoring, assessment, and the development of appropriate corrective strategies.

MGMT 427 Operations and Project Management (3 credit hour equivalent)

This course is designed to equip the student with a set of effective tools for project implementation, monitoring, and management. The development of identifiable and measurable objectives, process planning and scheduling, resource acquisition and management, and outcomes assessment are included.

MGMT 435 Strategic Management and Planning (3 credit hour equivalent)

This course is designed to help students develop tools for long-range thinking and planning. A particular focus is the application of the broad collection of management tools to real-world problems. Students will address a particular problem chosen with the approval of the instructor.

MICS 341 Systems Analysis and Design (3 credit hour equivalent)

This course is designed to introduce students to the analysis and design of integrated hardware and software solutions to the needs of the business enterprise. Techniques for needs analysis, the human-computer interface, and life-cycle methodology are included.

MICS 455 Computer Networking and Telecommunications (3 credit hour equivalent)

The purpose of this course is to introduce students to the theories and practices of the development of information networks within the organization. Issues of data communication, local area networks, and data security

MICS 461 Data Base Management (3 credit hour equivalent)

This course is designed to provide the student with an understanding of the basic data structures and issues including data definition, data base access, command languages, and the use of systems in the office environment.

STAT 323 Research and Statistical Analysis (3 credit hour equivalent)

This course provides students with an understanding of the basic tools of quantitative measurement and analysis in business. The framing of research questions, determination of analysis plans, and the application of appropriate tools receive emphasis. The concepts of reliability and validity are included. Students focus on the use of primary and secondary sources for information as well as the role of on-line resources.

International Nurse Certification Training Program

INCT 200 Professional Development for Nurses (3 credit hour equivalent)

During this module students will be provided with guidance to help them achieve success in the American work environment. Included are an awareness of employee expectations in U.S. businesses, interpersonal skills on the job, and cultural awareness and sensitivity.

INCT 201 American Culture (3 credit hour equivalent)

During this module students survey American culture through selected readings and lectures about American people, history, geography, music, and technology.

INCT 202 Medical English (3 credit hour equivalent)

During this module enhance their skills in the English language with an emphasis on developing the necessary medical vocabulary for use in written as well as verbal reporting. Model dialogues between patients and medical professionals are analyzed and practiced.

INCT 210 Certification Preparation (9 credit hour equivalent)

This module includes a review of nursing subject matter and content in the areas of particular concern for international nurses to include management of care, psychological issues, wellness, and pharmacology. The module uses a blended learning approach which includes structured learning in the class room and an on-line review process in preparation for success on the NCLEX examination.

International Pharmacy Assistant Certification Training Program

PHRM 200 Professional Development for Pharmacy Technicians (3 credit hour equivalent)

During this module students will be provided with guidance to help them achieve success in the American health care environment. Included are an understanding of pharmacy operations, inventory control, the psychology of professional and patient interactions, ethics, and pharmaceutical regulations.

PHRM 201 Technical Skills for Pharmacy Technicians (3 credit hour equivalent)

During this module students hone their skills in pharmaceutical terminology, anatomy and physiology, pharmacology for the human body, and the administration of medications and the other technical aspects of working as a pharmacy technician.

PHRM 202 Medical English and Mathematics (3 credit hour equivalent)

During this module enhance their skills in the English language and the mathematics required to dispense medicines and communicate effectively with both the pharmacist and the public. Model dialogues between patients and medical professionals are analyzed and practiced.

PHRM 210 Certification Preparation (9 credit hour equivalent)

This module includes a review of nursing subject matter and content in the areas of particular concern for international pharmacy assistant to include management of care, psychological issues, wellness, and pharmacology. The module uses a blended learning approach which includes structured leaning in the class room and an on-line review process in preparation for success on the PCTB examination.

English Language Programs

Intensive English

ESLA 010 Beginning Intensive ESL 0 credit hours

This course focuses on everyday listening, speaking and comprehension skills to prepare students for an interactive learning approach. Through various interactive methodologies, students will gain beginning level vocabulary and communication skills. Contextualized vocabulary and pronunciation practice will reinforce content and enhance expression. Step-by-step grammar development will also enable students to build on their beginning level grammar knowledge.

ESLA 020 Elementary Intensive ESL 0 credit hours

This course focuses on everyday listening, speaking and comprehension skills to prepare students for an interactive learning approach. Through listening and reading activities, students will develop elementary level vocabulary and communication skills and will practice reading skills. Additionally, students will participate in communicative activities and will learn how to ask and answer questions within dialogues. Step-by-step grammar development will also enable students to build on their beginning level grammar knowledge through integrated reading and listening activities.

ESLA 030 Pre-Intermediate Intensive ESL 0 credit hours

This course focuses on everyday listening, speaking, reading and grammar skills to prepare students for an interactive learning approach. Through these skills, students will develop pre-intermediate level language fluency. This highly interactive level encourages students to sustain face-to-face discussion. Students will explore new concepts in guided and open-ended discussions. Step-by-step grammar development will enable students to build on their elementary level grammar knowledge through integrated reading and listening activities.

ESLA 040 Intermediate Intensive ESL 0 credit hours

In this course, students will engage in meaningful intermediate communication skills. Students will build on their listening, reading, comprehension, and grammar skills. Integrated grammar instruction enables students to grasp intermediate level grammatical concepts and to put the concepts into practice. This

level further builds on the highly interactive communicative approach and encourages students in the use of intensive vocabulary in social interactions.

ESLA 050 Upper Intermediate Intensive ESL 0 credit hours

In this course, students will develop the ability to express themselves fluently and accurately both in written and spoken activities. This course focuses mainly on conversation skills and enables students to improve their comprehension and critical thinking skills. The course further builds on the highly interactive communicative approach and continues to encourage students to sustain a highly interactive face-to-face communication. Grammar is taught in a highly intensive manner within authentic contexts and is integrated with speaking, listening, reading, and writing skills. The speaking activities guide the learners from controlled practice to communicative interaction.

ESLA 060 Advanced Intensive ESL 0 credit hours

This course covers all language skills with a comprehensive approach. At this level, students are given the opportunity to think critically and to further practice their vocabulary, grammar, writing, and comprehension skills. At the advanced level, students will demonstrate a high level of accuracy and fluency both in communicative and writing skills. Students will be provided a controlled and communicative practice which integrates critical thinking skills.

Intensive English Electives

ELEC 011, 012, 013 American Culture 0 credit hours

These courses introduce students to the panorama of American culture featuring informative and entertaining readings about American people, places, and events. This course promotes cross-cultural discussion and builds controlled vocabulary knowledge. Topics include U.S. geography, music, the film industry, inventions, famous people, and new technology.

Available at the Pre-Intermediate, Intermediate, and Upper Intermediate levels.

ELEC 021, 022, 023 Vocabulary Development 0 credit hours

These courses provide essential vocabulary in an integrated way. Vocabulary development is enabled through word families, multiple meanings, collocations, and expressions that expand students' knowledge of the words. Students will participate in engaging discussions and writing topics that elicit natural use of the words.

Available at the Intermediate, Upper Intermediate, and Advanced levels.

ELEC 031, 032, 033 Listening Development 0 credit hours

These listening courses incorporate authentic radio interviews from National Public Radio to provide a context for listening comprehension and discussion. Students not only develop listening strategies and critical thinking skills but also learn to integrate grammar and vocabulary activities into their everyday speech and writing.

Available at the Intermediate, Upper Intermediate, and Advanced levels.

ELEC 041, 042, 043 Communication Strategies 0 credit hours

These courses focus on vocabulary, patterns, and collocations that English language learners need to communicate actively. Students will develop their communication strategies in pair and small-group activities.

Available at the Intermediate, Upper Intermediate, and Advanced levels.

ELEC 051, 052, 053 Pronunciation Skills 0 credit hours

These courses give students all the necessary tips, tools, and techniques they need to speak English clearly and accurately. All aspects of pronunciation are addressed – sounds, stress, rhythm, and intonation. A variety of activities enables the learners to acquire accurate pronunciation in an effective way. Focused practice and activities include surveys, games, and high-interest listening and speaking tasks which guide students from controlled to communicative interaction.

Available at the Pre-Intermediate, Intermediate, and Upper Intermediate levels.

TOEFL Preparation

TOEF 010 TOEFL Test Preparation

0 credit hours

The several sections course, taken as a unit, help prepare students to take the Test of English as a Foreign Language – Internet Based Test.

Section 1 – Reading and Writing for the TOEFL

This section helps students learn to read for comprehension, meaning, and detail while developing skills in skimming, scanning, and understanding vocabulary in context. With reading activities, students will develop their understanding of English and be able to comprehend major ideas, important information, vocabulary, and relationships among ideas in a passage. Through this section, students will develop reading strategies in order to gain greater comprehension and reading speed. In the writing portion of this section, students will learn how to outline, organize ideas, and write well-developed responses. Students will develop their ability to plan and write responses to questions in an essay format and will identify relevant information to organize and support their ideas.

Section 2 – Listening and Speaking

The purpose of the speaking section is to help students learn how to speak clearly and coherently and to improve their communication skills. Students will develop their speaking skills in a variety of topics. Students will also learn how to integrate two ideas with limited preparation time by reading a passage and listening and responding to prompts regarding what they have read and heard. In the listening task, students will learn how to listen actively and will develop note-taking skills while listening to audio tracks. Students will learn how to listen for details and determine the speakers' purpose and develop their ability to comprehend general ideas and support their responses in conversation.

Section 3 – Grammar and Vocabulary

The grammar and vocabulary development section teaches and reviews grammar structures and vocabulary comprehension so students can develop accurate and fluent communication skills. Grammar and vocabulary development skills are integrated with reading and writing activities. Students will develop their grammar and vocabulary knowledge through authentic reading and listening materials.

Section 4 – Computer Lab

The computer lab section is designed so students can develop their basic computer skills in order to succeed in the TOEFL-iBT test. In this section, students will practice for the TOEFL-iBT actively in the computer lab for 2 - 4 hours a week providing them with the opportunity to become familiar with the TOEFL- iBT's test structure.

Section 5 – Guided Learning

This section engages students in activities that allow them to focus on different language skills and strategies. It also enables students to develop study skills together with note-taking and multi-tasking skills. Instructors guide learners to manage their time efficiently during the test and help students learn how to integrate controversial discussion topics to support their own ideas in both the speaking and writing tasks.

Business English

BENG 010 Pre-Intermediate Business English

0 credit hours

This course enables students to develop their confidence in multicultural settings. It also helps students become more effective and efficient in phone conversations, presentations, and negotiations. A wide variety of simulated business situations will provide motivating contexts for pre-intermediate level students. Extensive presentation and practice of telephoning language and e-mail writing tasks will enable students to build the essential skills needed in today's global business environment.

BENG 020 Intermediate Business English 0 credit hours

This course provides a higher level of learning of social business settings. Students will learn the skills needed to communicate in the professional and personal sides of modern business life. Stimulating and motivating contexts are provided. Extensive presentation and practice of communication skills including presenting, telephoning, socializing, negotiating, and interviewing will develop the student's global business communication skills.

BENG 030 Upper-Intermediate Business English 0 credit hours

This course enables students to participate in a business English conversation with a higher level of fluency. Students will develop communication strategies for the advanced level. In this course, students will develop their understanding of business culture. The focus of the course is on national, international, and organizational cultures to help students operate in today's complex business environments.

BENG 040 Advanced Business English 0 credit hours

This course enables students to work with actual case studies that put students in the shoes of talented executives who run successful companies. Students will learn how to communicate in a business setting, gain insight into business practices and priorities, develop cultural awareness, and develop and understanding of the excitement and challenge of working in today's global business world.

Business English Electives

BELE 010 General Business English 0 credit hours

This course has an emphasis on speaking, listening and problem-solving at work. The course includes realistic business situations such as problem-solving, negotiation, listening to telephone messages, checking information, becoming more productive, handling complaints, arranging meetings, and more. Students participate in intensive listening activities, pronunciation practice, grammar and vocabulary review, everyday short writing activities, pair and group work, phone, FAX, and e-mail discussions.

BELE 020 Business English Communication 0 credit hours

This course is a dynamic Business ESL course. The course enables learners to develop their communication skills in the business world. The emphasis is on international business communications combined with traditional business content, such as economics, marketing, management, and written and oral communication as well as nontraditional content such as etiquette, corporate culture, and environmental concerns. Students will develop the skills to communicate accurately and clearly in the traditional business world.

BELE 030 Business Meetings and Presentations 0 credit hours

This course is a dynamic business ESL course. As such, it has an emphasis on effective business meeting negotiations and presentations. The course utilizes an integrated approach to effective presentation and business meeting skills. Some of the topics included are persuading, clarifying, and negotiating.

BELE 040 Business Vocabulary 0 credit hours

The emphasis of this course is on the development of a comprehensive business English vocabulary. Students analyze business-related articles and participate in comprehensive vocabulary exercises to develop an in-depth understanding of the typical patterns of business English.

BELE 050 Business Letter Writing 0 credit hours

In this class, students learn how to structure and organize their writing effectively and accurately in order to draft traditional written letters, memos, and resumes. Further emphasis is on electronic communications and the review and analysis of sample business correspondence.

Graduate Level Academic and Professional English Program

GLPE 500 Academic and Professional English 8 credit hours

This course provides students with the foundational English language skills required to succeed in graduate level course work. During this course, students are given the opportunity to think critically and to further practice their English language skills with a focus on academic writing, presentation, listening, and communication skills. Complicated communicative and writing activities prepare students for graduate level course work. Students are expected to present a high level of accuracy and fluency. This course must be taken in conjunction with the Cultural Orientation course during the first cycle of the program. This course may be repeated as necessary to raise the TOEFL score to the level required for admission to an academic program. (Note: These credit hours do not count toward the programmatic graduation requirement.)

GLPE 501 Advanced Academic and Professional English 8 credit hours

This course provides students with advanced English language training and skills to prepare them for success in graduate level course work. During this course, students complete assignments that follow the forms expected in academic programs and in the world of business. Students complete academic writing, presentation, listening, and communication work at an advanced level. Students are expected to accomplish an advanced level of accuracy and fluency. This course may be repeated as necessary to raise the TOEFL score to the level required for admission to an academic program. (Note: These credit hours do not count toward the programmatic graduation requirement.)

GLPE 502 Cultural Orientation 4 credit hours

This course is designed to provide the student with a comprehensive understanding of the academic, business, and religious cultures of the United States. Students will develop an understanding of the historical development of the country, the roles various cultural groups have played in the evolution of the nation, and uniqueness of the political process. Students will also develop the ability to read cultural clues and to move easily among the cultural groups that make up the nation. (Note: These credit hours do not count toward the programmatic graduation requirement.)

University Staff

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Healthcare Systems and Science

Elzbieta Vigneault, B.A., B.A., M.Ed.
English as a Second Language

Board of Directors and Owners

Roles and Powers of the Leadership Team

The roles and powers of the owners, Board of Directors, and administrators are similar to those of other for-profit institutions in the United States. The owners are those who have made a financial or other investment in the founding of the university. As owners, they have no role in the operations of the university. The interests of the owners are represented by their membership on the Board of Directors, the body charged with oversight of the operations of the university. The overall operation of the university is under the direction of the executive staff, and the management of the university is under the direction of the Chancellor who is responsible for the academic and financial vitality of the institution. The Chancellor serves at the pleasure of the Board of Directors.

Owners

Jacob H. de Bruin, B.S., M.B.A.

Paul de Bruin, Cert. – I.T.

Benjamin G. Davis, A.B., A.M., M.Th., M.B.A., M.S., M.A., LL.M., D.Min., Ph.D.

Claude C. Martin

Jill Ku Martin, B.S., M.B.A.

Ravi C. Narayan, C.P.A.

Board of Directors

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Paul de Bruin, Cert. – I.T.

Claude C. Martin

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