UNIVERSITY OF NORTH AMERICA

# Catalog

## 2023

v.1


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Website: uona.edu

# WELCOME

Welcome to the University of North America (UoNA)!

UoNA was founded to provide students with a solid education that focuses on bringing vision and viable solutions for business, government, and industry. We help our students prepare for a successful career by providing unique features that are embedded in our rigorous curricula: a strong international emphasis and the seamless integration of theory and practical experience.

At UoNA, students have the opportunity to explore the globalizing marketplace while sharpening their cultural, historical, and social acumen. Graduates will be equipped with the knowledge and skills needed to excel in the fields of business and technology and become leaders in today's ever-changing world.

The University's motto is "Education That Transforms!" and that is our goal for each student. We congratulate you in joining our institution and urge you to take advantage of the programs and resources that have been specifically developed for you and your future success!

Have a wonderful educational experience. See you on campus!

Certified by the State Council of Higher Education for Virginia (SCHEV)

SEVP-certified
Authorized to enroll nonimmigrant students in master's, bachelor's, and associate's degree and diploma and certificate programs, and ESOL certificate programs

## GOVERNING DOCUMENTS

The ***University of North America Catalog*** is the governing document for all academic requirements and program-related information for the University of North America (UoNA). It also specifies rights, responsibilities, and specific policies and procedures as they apply to UoNA students. All UoNA students are bound by the rules, policies and procedures contained in this Catalog.

This Catalog is valid through January 15, 2023, unless superseded. The University reserves the right to cancel or modify, for any reason, any course or program listed herein. Policies, regulations, requirements, and fees are subject to change at any time at the discretion of the University of North America and its regulators. UoNA will provide students with no less than 30 days' notice of any changes in tuition and fees.

## 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 accordance with federal law and applicable Commonwealth of Virginia statutes, the University does not discriminate on the basis of race, color, religion, sex, national origin, 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.

## ACCREDITATION AND CERTIFICATIONS

### *SCHEV – State Certification*

The University of North America is certified by the State Council of Higher Education for Virginia (SCHEV) in accordance with the provisions of Title 23, Chapter 21.1 of the Code of Virginia. The University of North America has been granted the "Certificate to Operate an Institution of Postsecondary Education" authorizing the University of North America to offer degrees, courses for degree credit, or programs of study leading to a degree or certificate in the Commonwealth of Virginia.

State Council of Higher Education for Virginia
101 N. 14th Street, 10th Floor, James Monroe Building
Richmond, VA 23219
Tel: 1-804-225-2600
www.schev.edu

### *SARA*

The University of North America has been approved by VA-SARA to participate in the National Council for State Authorization Reciprocity Agreements. NC-SARA is a voluntary, regional approach to state oversight of postsecondary distance education. www.nc-sara.org

### *US DEPARTMENT OF EDUCATION*

The University of North America is listed in the Database of Postsecondary Institutions and Programs maintained by the US Department of Education. The University does not participate in Federal Financial Aid, which includes HEA Title IV funding.

U.S. Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202
1-800-USA-LEARN (1-800-872-5327)
www.ed.gov

### *ACICS*

The University of North America is institutionally accredited by the Accrediting Council of Independent Colleges and Schools (ACICS) to award certificates, associate's, bachelor's, and master's degrees. The U.S. Department of Education (US DE) no longer recognizes ACICS, effective August 19, 2022; restricted provisional authorization is provided ending February 18, 2024.

Accrediting Council of Independent Colleges & Schools
1350 Eye Street, NW, Suite 560
Washington, DC 20005
Tel: 1-202-336-6780
www.acics.org

### *STUDENT EXCHANGE AND VISITOR PROGRAM*

The University of North America is authorized under federal law to enroll nonimmigrant, F1-Visa students in its bachelor's and master's degree and ESOL certificate programs through the Student Exchange and Visitor Program (SEVP).

### *E-VERIFY*

The University of North America is an E-Verify certified employer. U.S. law requires companies to employ only individuals who may legally work in the United States – either U.S. citizens, or foreign citizens who have the necessary authorization. E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.

## *US VETERAN BENEFITS AND RECOGNITIONS*

### *GI BILL® EDUCATIONAL BENEFITS*

This institution is approved to offer GI Bill® educational benefits by the Virginia State Approving Agency.

### *VIRGINIA VALUES VETERANS (V3)*


The University of North America is certified by the Virginia Values Veterans (V3) Program for their commitment to recruiting, hiring, training, and retaining Virginia's Veterans and serving members of the National Guard and Reserve.

### *MILITARY SPOUSE CAREER ADVANCEMENT ACCOUNT (MYCAA) PROGRAM*


The University of North America is recognized by the Military Spouse Career Advancement Account (MyCAA) Program. MyCAA is an employment assistance program that provides up to $4,000 of financial assistance to eligible military spouses who are pursuing a license, certification or Associate's degree in a portable career field and occupation.

### *BETTER BUSINESS BUREAU (BBB)*


The University of North America is accredited by the Better Business Bureau (BBB). BBB is dedicated to fostering honest and responsive relationships between businesses and consumers -- instilling consumer confidence and advancing a trustworthy marketplace for all.

BBB Code of Business Practices represents standards for business accreditation by BBB. The Code is built on the BBB Standards for Trust, eight principles that summarize important elements of creating and maintaining trust in business. www.bbb.org

## TABLE OF CONTENTS

The Catalog is organized in the following four Sections:

- Information that applies to the institution and all programs and services (pages i to 49)
- Master's and Post-Bachelor's Certificate Programs (Graduate – level pages 50 to 98)
- Bachelor's and Associate's Degree and Diploma Programs (Undergraduate – level pages 99 to 138)
- ESOL Certificate Program (pages 139 to end)

## Sections

# INTRODUCTION

**University of North America – *Education That Transforms***

### *Mission*

> *The mission of the University of North America is to support a diverse student population by providing high quality education in business and technology that is student-centered, practitioner-oriented, and globally focused.*

The University of North America (UoNA) supports this mission by developing curricula which are continually improved through outcomes assessment and consultation with practitioner faculty and advisory committees. UoNA delivers its programs through an accessible, interactive, collaborative educational environment which strengthens learning and facilitates critical thinking and problem-solving competencies. Finally, it supports students with services that foster academic success.

### *Institutional Objectives*

The institutional objectives of the University 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 enable students to achieve their career and professional goals by providing a relevant and supportive learning environment including on-campus, hybrid, and online delivery formats;
- To develop educational programs that join theory and practice and instill in students the spirit of applied learning;
- To promote globally responsible perspectives in the curriculum and among students and faculty;
- To educate diverse student populations locally, regionally, nationally, and internationally.

### *Motto*

The rationale for the founding of the University is encapsulated in the University motto: Education That Transforms! In essence, the motto expresses that earning a University of North America degree enables students and graduates to transform themselves through advancement in their careers and professions, while positioning them to address the demands of a changing world environment which is transforming applications in business and technology.

### *Philosophy and Goals*

The core values of the University of North America are academic quality, educational access, and student success. Currently, UoNA's degree programs focus on computer science, information technology, and business disciplines and support the development of a broad understanding of the cultures in which these disciplines function.

The focus of the University is applied learning. UoNA intentionally brings highly qualified faculty members that have solid academic credentials along with active careers in high tech industries, business, and government to create a stimulating learning environment. Coursework is designed to provide students the opportunity to explore and develop course-related competencies relevant to their work environment through applied learning assignments in each course of the curriculum.

The University emphasizes high quality education that is accessible to 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 that cultivates growth and development in the professional and personal lives of our students. With its teaching focused on the principles of applied learning, 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.

### *Accessible Education: Location, Facility, and Learning Approach*

From 2008 to mid-September 2017, the campus was located in a commercial building in Vienna, Virginia. In September 2017, UoNA moved to a campus facility located in Fairfax, Virginia, and then in May 2019 to its current location in Fairfax.

The current facility is on a 6.92-acre property in a complex with other buildings that house major companies including technology and accounting enterprises, bolstering opportunities for student employment and placement. This area, which is known as Fair Lakes, represents a diverse mix of industries. Major area enterprises include Alion Science and Technology, CACI, CGI Group, General Dynamics, and ManTech International. The nearby Fairfax County Government Center, houses most of the County-provided services, and is where most of the County's official business is conducted. Residing in the Washington, DC metropolitan area, UoNA is among numerous world organizations and is within 22 miles from the US Capitol and the White House.

The campus is located at the intersection of the Fairfax County Parkway (Route 286) and Interstate 66, which offers accessibility to major routes throughout Washington DC and its surrounding areas. There is ample parking adjacent to the building, including a covered ramp, to accommodate those who choose to drive to campus. The WMATA Metro bus lines provide public transportation from the campus to the nearest Metro Station.

The campus occupies space on the second and third floor of the 96,600 square foot (SF), 4-story commercial building located at 12750 Fair Lakes Circle, Fairfax, Virginia. These two floors, beyond the reception area, are exclusively dedicated to the campus, including 20 classrooms, the learning resource center (library), and administrative offices. The remaining areas on the first and fourth floors are utilized for campus events and rented or leased to other businesses.

The campus has dedicated, private IT servers equipped with powerful technology to ensure ample and secure computing service for UoNA. A virtual lab was established in 2015 to provide an advanced computing environment that can be accessed from anywhere at any time. All classrooms are comfortably furnished and equipped with modern technology, including dry erase boards, projectors and screens. The entire campus is Wi-Fi accessible, which enables instructors and students to utilize online materials for educational purposes, and allows faculty, students, and administrators to access the university's online library, Learning Management System (Moodle) and Campus Information System (Campus Café).

The academic model used by the University is designed to meet the unique needs of learners, who are focused on future career objectives. Degree program students complete common core courses based on credential level, independent of selected programs, and program core courses, which are integrated with required and student-selected electives.

Classes are scheduled according to a blended program sequence of hybrid, online, and on-ground courses. Moodle, the campus LMS, is used to deliver fully online and online components or supplemental material for hybrid or on-campus courses. These modalities provide students, majority of whom are working professionals, the flexibility and convenience needed to easily communicate with faculty members and fellow students. Library services are provided 24 hours per day, seven days per week through the UoNA Virtual Library which encompasses a wide range of online resources including the Integrated Library System – Online Public Access Catalog, Proquest, ACM Digital Library, e-Books Academic Complete Collection, and Library Information Resource Network (LIRN), a system that permits students to access resources from any location in the world with internet access. The UoNA Librarian oversees the development of the resources and provides training and support for students, faculty, and staff.

### *History*

The University of North America (UoNA) was founded in August 2008 with the goal of providing students with an outstanding, integrated education that links an academic environment with students' work environments through applied learning assignments and courses.

In March 2009, the University received its certificate to operate as a post-secondary educational institute by the State Council of Higher Education for Virginia (SCHEV) with the authority to grant Master of Business Administration (MBA), and Master of Science in Information Technology (MSIT) and in Computer Science (MSCS) degrees; classes were first offered in spring 2009.

In October 2009, the University received I-20 authority from US ICE/SEVP, allowing UoNA to admit international students studying under student visas, as well as providing an option to offer Curricular Practical Training (CPT) as an integral component of its master's program curricula.

In August 2014, the University attained institutional accreditation from the Accrediting Council of Independent Colleges and Schools (ACICS) to offer residential and hybrid curricula.

In 2015 and 2016, respectively, the University was approved by SCHEV then by ACICS to offer Bachelor of Science in Business Administration (BSBA) and Information Technology (BSIT) degrees, and an English for Speakers of Other Languages (ESOL) certificate.

In April 2017, the University received a four-year renewal grant of accreditation through December 31, 2021, from ACICS, which was extended to March 1, 2024.

In November and December 2018, the University received approval from SCHEV then from ACICS to offer Master of Science degrees in Accounting and Finance (MSAF); Cyber Security (MSCYS); Educational/Instructional Technology (MSEIT); Management and Data Analytics (MSMDA); and System and Application Engineering (MSSAE). In October and December 2019, approval was received from SCHEV and then ACICS to offer a post-bachelor's degree Certificate in Organizational Leadership (OL).

In March and April 2020, the University received approval from SCHEV then from ACICS to offer an Occupational Associate's in Supervision and Project Management (OA-SPM) degree. In March and April 2021, approval was received from SCHEV then from ACICS to offer a Diploma in Operations Management for Technical Industries (OMTI) program.

*Governance*

**University of North America, Inc.**

The University of North America (University) is owned by the University of North America, Inc., a privately held corporation operating within regulations of the Commonwealth of Virginia. The roles and powers of its owners, Claude C. Martin, and Jill Martin, comprise the Corporate Board of Directors. The owners have made and hold a financial and/or other investment in the corporation and the University.

**University (UoNA) Board of Trustees**

The members of the Board of Trustees, as mandated by the corporate bylaws, act as the University's Board of Directors, who oversee UoNA as an educational institution. The Trustees meet quarterly to review and approve proposed initiatives by the University Officers and other stakeholders. The Trustees do not have a financial investment in UoNA or familiar relationship with the corporate owners and are not employed by the University or its parent corporation.

Jerry Brown, CEO/President, ADI Technologies, Inc., Board of Trustees Chair
Rod Woodruff, Information Technology (IT) Manager, Exxon/Mobile (Retired), Board of Trustees Vice Chair
Alan Krishnan, President, BSDC, Inc., Board of Trustees Secretary
Yuli Liu, PhD, Department Head, City University of Hong Kong
Jie Liu, PhD, MD, Lab of Infectious Diseases and Vaccine, China
Robert Siedlecki, JD, General Counsel, International Organization for the Family

Key functions and responsibilities of the Board of Trustees in exercising the fundamental authority delegated to the Board, include, but are not limited to, approving the University's:

- mission; institutional policies, and strategic plans;
- plans to establish new programs and eliminate existing programs or campuses consistent with the University's mission, strategies, goals, plans, policies, and resources;
- President and evaluate their organization, management, and operation of the University, includes hiring and dismissal;
- annual budget to determine the sufficiency and appropriateness of resources to maintain the quality of its programs, campuses, and other major activities; and
- the award of all earned and honorary degrees authorized by the University pursuant to law upon recommendation of academic staff and faculty.

## University Officers

The University Officers have the responsibility for the oversight of all administrative and operational aspects of the campus. The three University Officers are employed by the UoNA, assigned campus administrative positions, and are compensated to fulfill these responsibilities.

## University Officers and Campus Administrators

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|---|---|
| Ms. Jill Martin<br>Chief Executive Officer (CEO) | Campus President / Primary Designated School Official (PDSO) / School Certifying Official (CSO)<br>Key Functions and Responsibilities include the general and active management of the business of the University, supervision, direction, and control the other officers, and to see that all orders, resolutions, and policies of the Board of Trustees are effectuated. |
| Mr. Jason Koo<br>Chief Academic Officer (CAO) | Vice President of Campus and Operations / Designated School Official (DSO)<br>Key Functions and Responsibilities include leadership and strategic direction of the University's programs and campus operations through oversight of, and in cooperation with the directors and President, programs, policies and practices, infrastructure, and quality assurance. |
| Ms. Diane Waters<br>Chief Financial Officer (CFO) and Secretary | Director of Finance<br>Key Functions and Responsibilities include general oversight of the funds and securities of the University, supervision of student accounts and other revenue, and expenditures and disbursements made by UoNA officers, agents, and staff, and financial records and reports. In addition, the CFO is the Secretary, who is responsible for the oversight of records and reports. |

## University Directors

### Academic Directors

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|---|---|
| Dr. Jason Chao | Director of Academic Administration<br>Key Functions and Responsibilities include oversight of academic administration, and faculty/faculty leads, and collaboration with the Vice President (VP), academic directors, and faculty to administer quality academics and ensure student success in alignment with UoNA policies and regulatory agency criteria. |
| Dr. Peter West | Director of Distance Education<br>Key Functions and Responsibilities include the administration of distance education delivery, ensuring the integrity of the course content on the learning Management System (LMS) and online learning strategies, and reinforcement of best teaching practices. |
| Mr. James Moses | Director of Education<br>Key Functions and Responsibilities include the development and implementation of educational activities to support faculty, University and regulatory agency processes, and educational support for students from inquiry to graduation. |

**Non-Academic Directors**

| | |
|---|---|
| Mr. Culver Fortna | Director of Student Services / ISO manager / DSO<br>Key Functions and Responsibilities include oversight and support of all non-academic services, including student life, and career and employment guidance for all students and graduates; and management of the International Student Office (ISO) and Designated School Official (DSO) required responsibilities and reporting. |
| Mr. Zhongjie Peng | Director of Admissions<br>Key Functions and Responsibilities include supporting all recruiting activities; and ensuring all admissions functions are accomplished in accordance with the highest ethical standards, and UoNA and regulatory agency policies, procedures, and accepted practices. |

**Campus Administrative Staff and Support Personnel**

To ensure that the University accomplishes its mission in providing student services that foster academic and career success, each department has a staff of administrative and support personnel who are dedicated to enhancing the student experience and UoNA.

**Faculty**

To ensure that UoNA accomplishes its mission in providing high quality practitioner-oriented degree programs, it relies on lead faculty and faculty with advanced academic credentials and experts who are senior practitioners in their fields. Faculty blend academic concepts with direct application in technology and management for private, government, and nonprofit organizations.

Faculty are dedicated to keeping students current with accelerating trends and evolving issues in enterprise management and information technology so that they may rapidly apply what they learn to their jobs and continue to advance in their careers. UoNA faculty members participate in academic governance collectively by serving on committees and individually as experts in the discipline. Faculty remain current through participation in professional development activities and are encouraged to contribute to the advancement of knowledge by engaging in academic, business, and industry research and publication.

Refer to **Catalog Addendum A** for a list of current /lead faculty.

***Statement on Academic Freedom***

Within the scope of the instructional methods and published course descriptions that are officially sanctioned by the university, UoNA is committed to protecting the academic freedom of faculty. UoNA respects the faculty's right to make inquiries and express their opinions in their learning and teaching strategies. All faculty are encouraged to exercise their individual judgment regarding the delivery of assigned courses, organization of topics, and learning approaches.

The University does not attempt to control the personal opinion, nor the public expression of that opinion, of any member of UoNA. However, faculty and staff have an obligation to avoid any action which purports to commit the institution to a position on any issue without the sanction of the administration.

## UoNA Oversight/Program Advisory Committees (PACs)

The oversight/program advisory committees provide an important collaboration among the program administrators, faculty, and students, and experienced professionals, educators, and potential employers. The primary focus of the business and management, technology, and undergraduate program committees are to provide UoNA with a real-world view for academic planning and implementation of applied learning activities. Although the purpose of each committee is advisory, its members perform an invaluable service to UoNA, providing insight on the currency of its curricula, learning approaches, and recommendations for future directions.

The external members provide guidance to UoNA by offering their perspective in the following areas:

- Current development and emerging trends in the fields of business and technology.
- Identification of changes in the national and local labor markets that may affect employment potential for graduates and students of current and proposed programs.
- Opportunities for faculty in-service training and/or professional development.
- Participation in UoNA strategic planning, policy development and oversight that will lead to enhancements in operations and curricula.
- The development of external partnerships necessary to advance student experiences and career opportunities.
- Assist in providing public awareness of the university, its mission, its goals, and high-quality programs.

Professionals, educators, and potential employers of business and technology organizations from our local and national communities and appropriate area industries and institutions who possess diverse experience and expertise, comprise the external membership. These advisors are complimented by UoNA administrators, faculty, and student members. The committees meet at least annually and are committed to excellence in education.

## ACADEMIC DELIVERY

### *Linkage to the University's Mission*

The University's mission is clear: to provide a high-quality education that is student centered, practical in nature, and international in scope.

As a result, the programs offered by the University bring an awareness of the international dimension to business, technology, and cultures today. Students bring their international perspective into the classroom to be applied to work-related projects, 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. All programs are primarily delivered through a hybrid sequence at its sole campus in Virginia and accompanied by an LMS course shell which supports online, work-related applied learning projects, and provides students with required remote access to course resources.

### *Class Size*

Class sizes are dependent on a number of variables including the course curriculum; however, the ratio of students/instructor in a laboratory course is to 30:1; 40:1 in an online course; and 50:1 in an on-site lecture course.

### *Instructional Methodologies / Guide to Taking Courses at UoNA*

Academic terms are scheduled to include 10 required on-site sessions/the lecture/lab required hours within an 11-week period (this schedule accommodates holidays) for all courses whether they are delivered on-campus or online. Students are required to attend each of the 10 class sessions or to log on to their online course a minimum of once a week. To successfully complete an online course, it is recommended that students log on two to three times a week.

The instructional / learning approach whether a class session is held on-campus or online includes, but is not limited to, the following strategies: (1) synchronous/asynchronous lectures; (2) in-class or online presentations, oral, visual, video, and audio; (3) real / simulated exercises; (4) small and large group discussions, which may be held in class or via online forums; (5) practice sets; (6) quizzes and exams; (7) team or individual case study analyses; and (8) modeling. These class session strategies, which are utilized along with posted instructor and student UoNA email accounts and instructor office hours, ensure student engagement through substantive and regular interaction between and among instructors and students.

### Academic Advising

To ensure student / instructor or academic staff engagement beyond scheduled class sessions, on acceptance to UoNA, each student is assigned an academic advisor and provided their contact information. Students are encouraged to schedule an advising session following orientation but within their first quarter of study. During the initial advising session, students will receive further guidance on program electives, registration processes, school policies and applied learning requirements. Following the initial session, a student or instructor or academic staff member may request an advising session, or be required to participate in an advising session per academic policy, throughout the student's enrollment at UoNA. Qualified academic staff members or faculty are assigned student advisees and communicate with their advisees a minimum of one time each quarter.

## Program Delivery

The main modality of delivery for the University's programs is through a hybrid sequence of courses. Hybrid, online, and on-campus courses utilize Moodle, the campus LMS, which allow students to participate fully online or to maximize on-campus time through supportive collaborative activities that may be accessed remotely.

## Hybrid Delivery (Distance Education)

UoNA recognizes the value of distance education options for its commuter students.

Eligible graduate program students have the option to participate in a sequence of hybrid program delivery, which includes on-campus, hybrid, and online courses with up to a maximum of 92 percent of the required program quarter-hour credits taken online.

Eligible undergraduate program students have the option to participate in a sequence of hybrid program delivery, which includes on-campus, hybrid, and online courses with up to a maximum of 95 percent of the required program quarter-hour credits taken online.

Restrictions apply for nonimmigrant (F1-Visa) graduate and undergraduate students, who are required to take a specific percentage of credits on site or hybrid each term aligned with currently published US CIS and SEVP federal regulations.

Restrictions that impact funding for eligible GI Bill® educational benefit students by the Virginia State Approving Agency are applied for student distance education delivery options.

Fees and tuition for hybrid and online courses are equivalent to that of the on-site courses. Online, and the online component hybrid courses, are offered via Moodle. The courses contain exactly the same content and expect the same level of learning outcomes as the equivalent on-site courses.

There are no specific program admissions requirements for 100% online courses. However, online skills, competency, and access are assessed **prior** to any student being initially enrolled at UoNA. Technology requirements for **all** students are specified in the catalog section titled Student Rights and Responsibilities. **All** students must have access to a computer with internet access. It is preferred for a student to have access to a high-speed internet connection using one of the many services provided by Internet Service Providers (ISPs) available in most areas. Computers are available in the library for student use on campus.

Training on how to use Moodle is given during the required student orientation, which takes place prior to students beginning their scheduled courses. The purpose of the orientation is to familiarize prospective students with the LMS. Instructional materials are also available on each student's Moodle main page. All students are assigned a secured ID and password. Students are required to change their password when they initially log on to their e-learning account to ensure the security of their access to Moodle.

Further individual assistance is available to students and faculty through the academic operational team administrators. Technical assistance is available by contacting the staff on campus or through email (info@uona.edu). Tutoring and academic support is available from the academic directors. Research support is available from the campus librarian. Reference materials and the majority of course texts are available through the UoNA Virtual Library, which is accessible 24/7. All administrative support staff may be contacted on campus or through email.

**Moodle Learning Management System (LMS):**

UoNA uses Moodle as its LMS to deliver online and the online components of its hybrid courses, and to supplement on-site courses. In Moodle, each course has a web page known as a course shell. By accessing the Moodle course shell, students may:

- Review syllabi, reading lists, class schedules and assignments, and instructor contact information.
- Obtain copies of class presentations, handouts, and notes.
- Email the instructor and fellow students to interact throughout the entire course; instructors are available by email for support throughout the entire course.
- Participate in **weekly** graded discussion forums or other engaging, interactive activities with classmates related to course topics. This feature may also be used to supplement on-site discussions.
- Submit assigned **weekly** homework throughout an online or hybrid course.
- Submit a reflection paper/project **toward the end of each online or hybrid course**, which is a major applied-learning assignment.
- Take quizzes, tests, or exams as assigned several times throughout an online or hybrid course.

### *UoNA Holidays Observed*

During the calendar year, the University observes the following holidays:

New Year's Day (January 1)

Martin Luther King Day (Third Monday in January)

President's Day (Third Monday in February)

Memorial Day (Last Monday in May)

Independence Day (July 4)

Labor Day (First Monday in September)

Columbus Day (Second Monday in October)

Veteran's Day (November 11)

Thanksgiving Day (Fourth Thursday in November)

Christmas Day (December 25)

The administrative offices are closed and on-site class sessions are not scheduled on these holidays.

### *Inclement Weather Policy*

**Closures Affecting Class Sessions**
If inclement weather forces the cancellation of on-site class sessions or requires a delay in the opening of the University, announcements shall be posted on the University's website. Make-up class session options will be scheduled by the instructor.

**Midday Closures**
A decision to close the University during the day will be made when conditions include a forecast that would make travel to and from campus unreasonably dangerous. Classes underway at the time that a closing announcement is made will be dismissed.

If students are engaged in important test-taking or other time sensitive activities, a class may continue until its scheduled end, per the judgment of the instructor. Make-up options will be scheduled by the instructor.

### *Days and Hours of Operation*

Administrative offices are open during normal hours of operation, Monday through Saturday, 9 a.m. to 6 p.m. Classes are scheduled separately (the university reserves the right to schedule specific classes in the late afternoon/early evening). Schedules for each quarter are published at least 30 days prior to the start of each term.

# Fall Quarter 2022 through Winter Quarter 2024

| ***Fall 2022*** | | |
|---|---|---|
| August 27 | Saturday | Early registration begins |
| September 2 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| September 3 | Saturday | Registration begins |
| September 16 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| September 17 | Saturday | Late registration begins |
| September 21 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| **September 26 - October 1** | **Monday - Saturday** | **Fall Quarter Start - First week of classes** |
| **September 26 - October 7** | **Monday - Friday** | **Add/Drop period** |
| **October 15** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **November 12** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **November 20 - 26** | **Sunday - Saturday** | **Thanksgiving Holiday Week (No classes this week) (Offices closed TH - SAT, NOV 24 - 26)** |
| **December 4 - December 10** | **Sunday - Saturday** | **Last week of classes - Final week of term** |
| **December 11 - January 2** | **3-week & New Year's Holiday break** | **Term Break** |
| **December 24 - 26** | **Saturday - Monday** | **Christmas Holiday (Offices & Campus Closed)** |
| **January 1 & 2, 2022** | **Sunday & Monday** | **New Year's Day (Offices & Campus Closed)** |

| ***Winter 2023*** | | |
|---|---|---|
| November 19, 2022 | Saturday | Early registration begins |
| November 25, 2022 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| November 26, 2022 | Saturday | Registration begins |
| December 9, 2022 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| December 10, 2022 | Saturday | Late registration begins |
| December 28, 2022 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| **January 3 - January 7** | **Tuesday - Saturday** | **Winter Quarter Start - First week of classes** |
| **January 3 - January 13** | **Tuesday - Friday** | **Add/Drop period** |
| **January 16** | **Monday** | **MLK Jr. Day (Offices & Campus Closed)** |
| **January 21** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **February 18** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **February 19 - February 25** | **Sunday - Saturday** | **President's Day Holiday Week (No classes this week) (Offices & campus closed on MON, FEB 20)** |
| **March 12 - March 18** | **Sunday - Saturday** | **Last week of classes - Final week of term** |
| **March 19 - April 2** | **2-week break** | **Term Break** |

| Spring 2023 | | |
|---|---|---|
| February 25 | Saturday | Early registration begins |
| March 3 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| March 4 | Saturday | Registration begins |
| March 17 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| March 18 | Saturday | Late registration begins |
| March 29 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| **April 3 - April 8** | **Monday - Saturday** | **Spring Quarter Start - First week of classes** |
| **April 3 - April 14** | **Monday - Friday** | **Add/Drop period** |
| **April 22** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **May 21 - May 27** | **Sunday - Saturday** | **Holiday Week (No classes this week)** |
| **May 27** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **May 29** | **Monday** | **Memorial Day (Offices & Campus Closed)** |
| **June 11 - June 17** | **Sunday - Saturday** | **Last week of classes - Final week of term** |
| **June 18 - July 2** | **2-week break** | **Term Break**<br>**Independence Day JUL 4 (Offices & Campus Closed)** |

| Summer 2023 | | |
|---|---|---|
| May 27 | Saturday | Early registration begins |
| June 2 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| June 3 | Saturday | Registration begins |
| June 16 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| June 17 | Saturday | Late registration begins |
| June 28 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| July 3 & 4 | Monday<br>Tuesday | July 3 Offices & Campus OPEN<br>July 4 Independence Day Offices & Campus CLOSED |
| **July 5 - July 8** | **Wednesday - Saturday** | **Summer Quarter Start - First week of classes** |
| **July 5 - July 14** | **Wednesday - Friday** | **Add/Drop period** |
| **July 22** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **August 19** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **September 2, 3, & 4** | **Saturday, Sunday & Monday** | **Holiday Week-end (Offices & Campus Closed)**<br>**Labor Day Sept 4** |
| **September 5 -September 9** | **Tuesday - Saturday** | **Last week of classes - Final week of term** |
| **September 10 - September 23** | **2-week break** | **Term Break** |

| ***Fall 2023*** | | |
|---|---|---|
| August 26 | Saturday | Early registration begins |
| September 1 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| September 2 | Saturday | Registration begins |
| September 15 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| September 16 | Saturday | Late registration begins |
| September 20 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| **September 25 – September 30** | **Monday - Saturday** | **Fall Quarter Start - First week of classes** |
| **September 25 - October 6** | **Monday - Friday** | **Add/Drop period** |
| **October 14** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **November 11** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **November 19 – 25** | **Sunday - Saturday** | **Thanksgiving Holiday Week (No classes this week) (Offices closed TH - SAT, NOV 23 - 25)** |
| **December 3 - December 9** | **Sunday - Saturday** | **Last week of classes - Final week of term** |
| **December 10 - January 1** | **3-week & New Year's Holiday break** | **Term Break** |
| **December 23 – 25** | **Saturday - Monday** | **Christmas Holiday (Offices & Campus Closed)** |
| **January 1, 2024** | **Monday** | **New Year's Day (Offices & Campus Closed)** |

| ***Winter 2024*** | | |
|---|---|---|
| November 18, 2023 | Saturday | Early registration begins |
| November 24, 2023 | Friday | Early registration ends; **requests for an approved quarter off begins** |
| November 25, 2023 | Saturday | Registration begins |
| December 8, 2023 | Friday | Last day of registration - Full payment or Budget Plan Payment 1 DUE |
| December 9, 2023 | Saturday | Late registration begins |
| December 27, 2023 | Wednesday | Late registration ends, full tuition plus late fees DUE; **last day to request an approved quarter off** |
| **January 2 - January 6** | **Tuesday - Saturday** | **Winter Quarter Start - First week of classes** |
| **January 2 - January 12** | **Tuesday - Friday** | **Add/Drop period** |
| **January 15** | **Monday** | **MLK Jr. Day (Offices & Campus Closed)** |
| **January 20** | **Saturday** | **Budget Plan Payment 2 DUE** |
| **February 17** | **Saturday** | **Budget Plan Payment 3 DUE** |
| **February 18 - February 24** | **Sunday - Saturday** | **President's Day Holiday Week (No classes this week) (Offices & campus closed on MON, FEB 20)** |
| **March 10 - March 16** | **Sunday - Saturday** | **Last week of classes - Final week of term** |
| **March 17 – March 31** | **2-week break** | **Term Break** |

## ACADEMIC POLICIES AND PROGRAM EXPECTATIONS

### *Academic Calendar*

The *University Calendar* is posted on the website and in the catalog.

### *Academic Year*

The university operates on a term-based schedule with four terms (quarters) per calendar year (Winter, Spring, Summer, and Fall). Start dates for each term are published on the University Calendar. UoNA offers continuous enrollment, whereby a student may begin a program of study in any academic term.

### *Academic Credit Policy*

The master's, post-bachelor's certificate, bachelor's, and occupational associate's degree, and diploma program curricula at the University of North America is based on quarter-hour credits. Assignment for credit must be equivalent and conform to commonly accepted and traditionally defined units of academic measurement, and as defined by our regulatory agencies as 10 hours of lecture (didactic) = 1 quarter-hour credit, 20 hours of laboratory (Lab) = 1 quarter-hour credit, and 30 hours of practicum = 1 quarter-hour credit. Students are required to complete a minimum of 2 hours of out-of-class work for each lecture (didactic) hour of a course. Program syllabi designate the instructional method(s) and required contact and out-of-class hours. Unless otherwise noted, all lecture (didactic) courses offered at the university are 4.5 quarter-hour credits. The ESOL certificate program is based on clock-hour credits.

### *Academic Integrity Policy*

The principles of academic integrity encompass standards of honesty and truth. Each member of the University has a responsibility to uphold the standards of the community and to act when others violate them. Faculty members have an obligation to educate students about the standards of academic integrity and to report violations of these standards to the Director of Academic Administration.

The University of North America regards academic honesty and scholarly integrity to be essential to the education of our students. Violations are not tolerated. Students may be dismissed for violation of the UoNA standards of academic conduct. Detailed explanations of violations and procedures are available in the catalog under the section titled Student Responsibilities.

### *Professional Conduct Policy*

Students are expected to abide by all public laws and generally accepted professional standards, to comply with all regulations and policies of the University, and to conduct themselves professionally when interacting with fellow students, faculty, and staff.

The University of North America reserves the right to place on probation or dismiss students who engage in unsatisfactory conduct such as dishonesty; failure to adhere to rules and regulations; destruction or theft of property; participation in activity that impinges on the rights of others; or possession or consumption of alcoholic beverages or illegal drugs at any time on the school premises. In any case of probation or dismissal, students may appeal to the President.

### *Assessing Program Quality and Success*

Program assessment and modification is an ongoing activity at UoNA. At the conclusion of each course, students complete a course evaluation that addresses both the content and the delivery of the course.

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, employers of the students are surveyed regularly. Employers who participate in the University's applied learning strategies perform a review of their student-employees that is conducted by the ISO manager. The employers of UoNA graduates are surveyed semi-annually to assess how well prepared our graduates are for the tasks they face on the job.

### *Grade Appeal Policy*

The purpose of the Grade Appeal Policy is to provide the student with a safeguard against receiving an unfair final grade, while respecting the academic responsibility of the instructor. This procedure recognizes that, every student has a right to receive a grade assigned upon a fair and unprejudiced evaluation based on a method that is neither arbitrary nor capricious; and, Instructors have the right to assign a grade based on any method that is professionally acceptable, submitted in writing to all students, and applied equally. Instructors have the responsibility to provide careful evaluation and timely assignment of appropriate grades.

Course and project grading methods should be explained to students at the beginning of the term. UoNA presumes that the judgment of the instructor of record is authoritative, and the final grades assigned are correct.

A grade appeal shall be confined to charges of unfair action toward an individual student and may not involve a challenge of an instructor's grading standard. A student has a right to expect thoughtful and clearly defined approaches to course and project grading, but it must be recognized that varied standards and individual approaches to grading are valid.

The grade appeal considers whether a grade was determined in a fair and appropriate manner; it does not attempt to grade or re-grade individual assignments or projects. It is incumbent on the student to substantiate the claim that his or her final grade represents unfair treatment, compared to the standard applied to other students. Only the final grade in a course or project may be appealed. In the absence of compelling reasons, such as clerical error, prejudice, or capriciousness, the grade assigned by the instructor of record is to be considered final. In a grade appeal, only arbitrariness, prejudice, and/or error will be considered as legitimate grounds for an appeal.

**Arbitrariness:** The grade awarded represents such a substantial departure from accepted academic norms as to demonstrate that the instructor may not have actually exercised an acceptable standard of professional judgment.

**Prejudice:** The grade awarded was motivated by ill will and is not indicative of the student's academic performance.

**Error:** The instructor made a mistake in fact. This grade appeal procedure applies only when a student initiates a grade appeal and not when the instructor decides to change a grade on his or her own initiative. This procedure does not cover instances where students have been assigned grades based on academic dishonesty or academic misconduct, which are included in UoNA's Academic Integrity Policy.

Also, excluded from this procedure are grade appeals alleging discrimination, harassment or retaliation in violation of UoNA's Sexual Harassment Policy, which shall be referred to the appropriate office at UoNA as required by law and by UoNA policy.

The Grade Appeal Procedure strives to resolve a disagreement between student and instructor concerning the assignment of a grade in an expeditious and collegial manner. The intent is to provide a mechanism for the informal discussion of differences of opinion, and for the formal adjudication by faculty only when necessary. In all instances, students who believe that an appropriate grade has not been assigned must first seek to resolve the matter informally with the instructor of record.

If the matter cannot be resolved informally, the student must present his or her case to the academic directors or VP within five weeks after the last day of class after the disputed grade is received. Any exceptions to this deadline for submission of appeal can only be made by the president.

**Student Grade Appeal Procedure**

Students must complete Steps 1-3 of the Appeal Procedure within 5 weeks after the term the disputed grade is received. A change of grade appeal will not be accepted after the 5-week period, unless the grade is undergoing the appeal process or is instructed to do so by the Director of Academic Administration.

1. A student who wishes to question a grade must discuss the matter first with the instructor of record within 5 weeks after the last day of class that the grade was received. In most cases, the discussion between the student and the instructor should suffice and the matter will not need to be carried further. The student should be aware that the only valid basis for grade appeal beyond Step 1 is to establish that an instructor assigned a grade that was arbitrary, prejudiced, or in error.
2. If the student's concerns remain unresolved after the discussion with the instructor, the student may submit a written request to meet with the appropriate academic department director, after speaking with the instructor. After consultation with the director, the instructor may choose to let the grade remain, to change a course grade, or to petition for a change a grade. The director will communicate the result of these discussions to the student.
3. If the matter remains unresolved after Step 2, the student should submit a written request upon receipt of the grade to the President's Office to request an ad hoc administrative committee for appeal of a grade. The committee, whose members include an administrator, academic director, and lead faculty, would examine available written information on the dispute, would be available for meetings with the student and with the instructor, and would meet with others as it sees fit.
4. Through its inquiries and deliberations, the committee is charged to determine whether the grade was assigned in a fair and appropriate manner, or whether clear and convincing evidence of unfair treatment such as arbitrariness, prejudice, and/or error might justify changing the grade. If the committee concludes that the grade was assigned in a fair and appropriate manner, the committee will report its conclusion in writing to the student and instructor and the matter will be considered closed. If the committee determines that compelling reasons exist for changing the grade, it would request that the instructor make the change, providing the instructor with a written explanation of its reasons. Should the instructor declines, he or she must provide a written explanation for refusing.

5. The committee, after considering the instructor's explanation and upon again concluding that it would be unjust to allow the original grade to stand, then will determine what grade is to be assigned. The new grade may be higher than, the same as, or lower than the original grade. Having made this determination, the members of the committee will sign the grade change form and transmit it to the Director of Academic Administration or designee. The instructor and student will be advised of the new grade. Should the committee feel that the instructor's written explanation justifies the original grade, the committee will report this in writing to the student and the instructor and the matter will be closed.

**Faculty Grade Change Procedure**

The Student Grade Appeal Procedure affirms the principle that grades should be considered final. The principle that grades for courses or projects should be considered final does not excuse an instructor from the responsibility to explain his or her grading standards to students and to assign grades in a fair and appropriate manner. The appeal procedure also provides an instructor with the opportunity to change a grade for a course or project on his or her own initiative. The appeal procedure recognizes that errors can be made and that an instructor who decides that it would be unfair to allow a final grade to stand due to error, prejudice or arbitrariness may request a change of grade for a course or project. An instructor may request a grade change by submitting a "Grade Change Form" in writing to the Director of Academic Administration or designee.

**Attendance Policy**

Attendance is critical to the applied learning / curricular practical training approach. Attendance includes presence and participation in scheduled class sessions and online activities for distance education courses, and engagement in individual / group presentations, exercises, or projects.

There are no excused absences; a student is either present or absent from a class session. Students are expected to attend and actively engage in all class sessions and activities as assigned throughout each 11-week term. Students who do not complete a minimum of 70% of all course requirements will receive a failing grade (F) for the course whether delivered on campus or through distance education.

**Absence Policies**

As stated in the attendance policy, there are no excused absences. Each student is required to sign the attendance sheet for all scheduled class sessions to be considered present. Students taking online courses must log in to each online course a minimum of once a week to be considered present.

If a student must miss a class session, they are required to contact their professor via email prior to the beginning of the class session or at the beginning of the week in an online course. In addition, the student should send notice to UoNA within 24 hours of the scheduled class session they missed.

Students will be issued a warning from the academic department in the following circumstances:

- After **2 consecutive absences** (two class sessions or two weeks in a row online).
- After **3 non-consecutive absences** in a course.

Students will be issued a failing grade (F) for the course in the following circumstances:

- After **3 consecutive absences** (three class sessions or three weeks in a row online).
- After **4 non-consecutive absences**.
- Students who earn a failing grade will be required to repeat the course if the course is required for graduation. International students on an F1 Visa are required to continue attending classes for the remainder of the term in order to maintain their enrollment status with the University.

Students may submit a written request and supporting documentation to the academic administration if they feel they have extenuating circumstances. The administrators will determine the best option for the student while still remaining compliant with all regulatory agencies.

Students with excessive absences *may* face disciplinary actions, including withdrawal from UoNA as specified by the administrative withdrawal policy and determined by the academic department and campus administration.

**Tardiness to Class**
Students who fail to sign the attendance roster prior to it being collected at the beginning of each on-campus session will be considered late for the session and may receive a reduction in grade points for class activities held during that session. In online courses, late attendance does not apply, as asynchronous activities are assigned to be completed during each week of the course.

**Make-up/Late Work Policies**

**Timely submission of assignments policies**
- Submission of in-class and out-of-class work by the due date are critical to the UoNA applied learning / curricular practical training approach whether assigned in on campus or online courses.
- Assignments throughout each course increase in depth and breadth as students becomes more familiar with the topics and rely on reinforcement of recently acquired knowledge with applications, and individual and team exercises.
- Weekly peer and faculty feedback support each student's achievement of course objectives.

**Make-up work**

***If an on-campus class session is missed****, all work for the missed session made up* ***prior to the next class session*** *will result in no point loss OR* ***if an online posted DUE date is missed,*** *all work uploaded* ***within the week*** *of when the online assignment was due will result in no point loss.*

**Late assignments submitted Weeks 2 – 7**
- *Beyond 7 but within 14 days* ***on campus*** *OR beyond the week but within 2 weeks of when the assignment was due* ***online*** *will receive a reduction of 10% of the assignment's points*.
- *Beyond 14 days* ***on campus*** *OR beyond 2 weeks when the assignment was due* ***online*** *will receive a reduction of 20% of the assignment's points.*

**Late assignments submitted Weeks 8, 9, or 10 on campus / online** *will receive a reduction of 25% of the assignment's points.* ***No assignments*** *will be accepted after the last day of the quarter.*

Students who are in good academic standing may submit a written request and supporting documentation to the Academic Department if they feel they have extenuating circumstances that warrant an "I" incomplete* grade being issued. A committee comprised of an administrator, course instructor, and academic advisor will determine the best option for the student while still remaining compliant with all regulatory agencies.

**The grade of Incomplete ("I") is granted in cases where students in good standing are in need of additional time to complete course requirements due to extenuating circumstances. If the remaining coursework has not been submitted within 4 weeks since the last day of the term, the "I" automatically becomes a grade of "F" or "U" unless an extension is granted by the student's academic advisor*.

### *Enrollment Status*

Master's degree and post-bachelor's certificate students enrolled in 9 credits per term are considered to be enrolled at full-time status, and at fewer than 9 credits at part-time status. Certificate, Diploma, Associate's and Bachelor's degree program students enrolled in 13.5 credits and ESOL students enrolled in 18 credits per term are considered to be enrolled at full-time status; enrollment in fewer credits is considered part-time.

### *Continuous Enrollment*

Students are governed by graduation requirements in effect at the time of initial enrollment, provided their enrollment has been continuous. Continuous enrollment is interrupted when a student is not enrolled for more than one academic term. For each interruption of continuous enrollment, students are governed by graduation requirements and policies in effect at the time of resumption of enrollment.

### *Leaves of Absence (LOA)*

Should a student be required to take more than a term away from the University because of an emergency, an LOA must be requested in writing prior to the beginning of the leave. Approval of LOA requests will be based on UoNA's regulatory agencies requirements. Students will be governed by program requirements in effect at the time of readmission, which may require additional courses to be completed to fulfill graduation requirements. International students are required to meet with a Designated School Officer (DSO) regarding their immigration status, and students receiving GI Bill® educational benefits are required to acknowledge their understanding of the impact of an LOA on their funding benefits, prior to requesting an LOA.

Without written request and approval, students who fail to return to the University will be considered to have withdrawn and will be required to reapply to continue their course of study.

### *Withdrawal Policy*

The following circumstances apply to withdrawal from UoNA:

- Voluntary withdrawal that is initiated by the student by submitting a withdrawal form to the academic or operational administrators. International students are required to meet with a campus DSO to ensure they understand the impact of withdrawing in accordance with SEVP requirements. Students receiving GI Bill® educational benefits are required to meet with financial aid staff to ensure their understanding of the impact of withdrawing.

- Administrative withdrawal that is initiated by UoNA based on a student's failure to register for and/or attend classes each quarter while enrolled as a program student or for failure to meet the student responsibilities, including financial obligations, as published in the catalog.

- Academic withdrawal (Expulsion) that is initiated by UoNA based on a student's failure to make satisfactory academic progress (SAP) as detailed in the SAP policy published in this catalog.

***Reentry***
A reentry (re-admit) is defined as a student who withdraws or who has been withdrawn by the institution and wishes to resume their studies in the same program within 6 terms (18 months) of their last date of attendance. Based on academic department review, resubmission of admissions documents is required for students who are choosing to reenter after greater than 18 months since their last date of attendance has occurred.

***Reentry with Good Academic Standing***
A student with good academic standing when last attending the institution must complete and submit a reentry form to the Admissions Department. The reentry form will be reviewed by the Director of Academic Administration to determine if the student may resume their program.

***Reentry after Administrative or Academic Withdrawal***
A student who has been withdrawn from the University may petition to be readmitted. To be considered for readmission, the student must submit a written petition which describes the changes in behavior or circumstance that will result in improved academic performance.

The Academic Directors and Campus VP will determine if the student has demonstrated a likelihood of future success in the program of study. If the University determines that there is a likelihood of future success, the student will be placed on academic probation for a period of one term. The student may then be permitted to retake previously failed, incomplete, or withdrawn courses to improve his or her CGPA, course completion percentage, and to re-establish satisfactory academic progress within the requirements and scope of the SAP policy.

## *SATISFACTORY ACADEMIC PROGRESS (SAP)*

Satisfactory Academic Progress is managed by designated financial aid and academic staff, who are responsible for monitoring the academic progress of all enrolled students toward completion of a certificate, diploma, or degree program (program). University policies are aligned with current US ED regulations, for monitoring if a student is making SAP toward completing a program and are consistently followed for all enrolled students regardless if financial aid was requested or received by the student.

UoNA evaluates SAP for every enrolled program student at the end of each quarter. The following three factors are considered: cumulative grade point average (CGPA), percentage of attempted credits completed (CMFT%), and completion of required credits within the maximum time frame (MTF). Failure to make SAP impacts a student's eligibility to receive financial aid, which includes all US and state government- and institution-based aid, including scholarships, and may result in cancellation of financial aid or expulsion from UoNA.

### SAP Requirements

A student who meets all three of the following requirements is considered to be making SAP toward completing his/her program:

1. Achievement of required CGPA at each evaluation point. If a course is repeated, only the most recent grade counts toward the CGPA. A course may only be attempted three times. Refer to detailed grading scale tables provided in this section of the catalog.
2. Maintenance of a 67 percent CMFT% that is calculated as follows: all successfully completed (earned) credits **divided by** all attempted credits. Only credits for courses that apply to a student's current program are considered in the CMFT% calculation. Successfully completed (earned) credits for a certificate, diploma, associate's or bachelor's degree program course require a letter grade of no less than a "D" and no less than a "C" for a master's or post-bachelor degree certificate program course.
3. Completion of required credits for a program within the MTF, which is 150 percent. The MTF is calculated by multiplying the minimum number of credits required to complete a program by 1.5 percent. For example, if the number of required credits to complete a program is 54, the MTF is 81 credits. A student is academically withdrawn when it is calculated at an evaluation point that the student will not be able to complete the program within the MTF.

### Pass/Fail Courses

Courses with a grade of S (Satisfactory) count as credits attempted and completed. The course does not count towards the CGPA. Courses with a grade of U (Unsatisfactory) or NP (No Pass) count as credits attempted but not completed and do not count toward the CGPA.

### Dropped Courses and Course Repeats

Courses dropped during the add/drop period of a quarter are deleted from the student's record and therefore do not count toward any SAP calculation. If a course is dropped after the add/drop period it counts as a course withdrawal, and the student will receive a "W" for the course. Courses dropped after the ninth week will be issued a letter grade of F. If a course is repeated, only the most recent grade counts toward the CGPA; however, both courses will count as attempts and will be considered in the completion rate calculation. Students have three attempts to successfully complete a course. Courses dropped due to military commitments will not be considered in the completion rate calculation.

**Incomplete Courses**

Program courses with grades of I, W, NP, or F are not complete and therefore count as credits attempted, but not earned. The institution does not offer non-credit Remedial Courses.

Grades of I, W, NP, or F are not factored into the CGPA, but are considered in calculating the completion rate. If a student has an incomplete course at the time of the SAP calculation, the credits are counted as attempted, but not completed. An incomplete grade is not counted toward the CGPA. Whenever a student's grade of incomplete is changed to a grade indicating successful completion, SAP is recalculated for that student with the final grade being replaced in the SAP calculation. Grades of I, W, NP or F count as credits attempted.

**NP (No Pass) Grade Option**

Students who find they are experiencing academic difficulties after the midpoint in the term may petition for a grade of "No Pass" which is designated as an "NP" on the transcript. If the course for which a grade of NP was recorded is a required program course, students must repeat the course. If the course was an elective, students are not required to repeat the course.

To receive a grade of NP for a course, students must submit an NP request that is signed by the course instructor, approved by an academic director or campus VP, and submitted prior to the last class meeting of the course. Students petitioning for a grade of NP must maintain attendance throughout the entire term per the attendance policy. Students who have been cited for violations of attendance policy requirements are not eligible to receive a grade of NP. Students may only petition for a grade of NP for a maximum of one (1) course in any given term and may not receive a grade of NP for more than two (2) courses within their program sequence.

**Eligible Transfer Credits**

Transfer credits from other institutions or credit equivalency from other categories defined in the transfer credits policies in the catalog, count towards credits attempted and credits completed but are not factored in the CGPA. Transfer credits count in the 150 percent MTF calculation.

**Change in Program**

If a student changes programs, all courses that can be applied to the new program are used in all SAP calculations (CGPA, completion rate and maximum timeframe), including courses with grades of D, W or F. Courses that are not in the new program are excluded from all SAP calculations. Courses that may be included in the new program as electives will be made with advisement of the VP of Campus and Operations or campus or Academic Director.

**Additional Degrees**

If a student earns an UoNA academic program credential and enrolls in another program for an additional credential, all courses that have been successfully completed may be applied to the new program and are used in all SAP calculations (CGPA, completion rate and maximum timeframe/maximum credits). Courses that are not in the new program or at the same credential level, including courses with grades of D, W, or F, are excluded from all SAP calculations for the additional degree.

**Grading Scales and Impact on SAP**

The grading scales and the impact of letter grades on SAP are detailed in the subsequent charts categorized by credential level.

### Certificate, Diploma, Associate's, and Bachelor's Program Grading Scale

| Letter Grade | Qualitative Description | GPA Value | Attempt Credit | Earned Credit |
|---|---|---|---|---|
| A | Superior | 4.0 | Yes | Yes |
| A- | Excellent | 3.7 | Yes | Yes |
| B+ | Very Good | 3.3 | Yes | Yes |
| B | Good | 3.0 | Yes | Yes |
| B- | Fair | 2.7 | Yes | Yes |
| C+ | Acceptable | 2.3 | Yes | Yes |
| C | | 2.0 | Yes | Yes |
| C- | Marginal | 1.6 | Yes | Yes |
| D+ | Poor | 1.3 | Yes | Yes |
| D | | 1.0 | Yes | Yes |
| F | Failure | 0.0 | Yes | No |
| R | Repeat | Not calculated | Yes | No |
| I | Incomplete | Not calculated | Yes | No |
| W | Withdrawal | Not calculated | Yes | No |
| S | Satisfactory | Not calculated | Yes | Yes |
| U | Unsatisfactory | Not calculated | Yes | No |
| NP | No Pass | Not calculated | Yes | No |
| Transfer Credits | Transfer Credits | Not calculated | Yes | Yes |

### Master's and Post-Bachelor's Certificate Program Grading Scale

| Letter Grade | Qualitative Description | GPA Value | Attempt Credit | Earned Credit |
|---|---|---|---|---|
| A | Superior | 4.0 | Yes | Yes |
| A- | Excellent | 3.7 | Yes | Yes |
| B+ | Very Good | 3.3 | Yes | Yes |
| B | Good | 3.0 | Yes | Yes |
| B- | Acceptable | 2.7 | Yes | Yes |
| C+ | Marginal | 2.3 | Yes | Yes |
| C | Poor | 2.0 | Yes | Yes |
| F | Failure | 0.0 | Yes | No |
| R | Repeat | Not calculated | Yes | No |
| I | Incomplete | Not calculated | Yes | No |
| W | Withdrawal | Not calculated | Yes | No |
| S | Satisfactory | Not calculated | Yes | Yes |
| U | Unsatisfactory | Not calculated | Yes | No |
| NP | No Pass | Not calculated | Yes | No |
| Transfer Credits | Transfer Credits | Not calculated | Yes | Yes |

## Evaluation Points and Standards

An enrolled student is evaluated at the end of each quarter using the standards published in the chart below. The standards are based on maximum program length and credits attempted (CMFT%). All applicable courses attempted are included in this evaluation measurement.

| UoNA Evaluation Point (Total number of credits attempted) | Required Minimum CGPA | Required Minimum Completion Rate CMFT% | SAP STATUS/ Action Taken if Standard is Not Met |
|---|---|---|---|
| **Certificate and Diploma Programs** | | | |
| 1 to 7 credits attempted | 1.00 | 40% | Probation |
| | 1.01 – 1.99 | 41 to 66% | Alert |
| 8 to 15 credits attempted | 1.25 | 50%% | Probation |
| | 1.26 – 1.99 | 51 to 66%& | Alert |
| 16 to 23 credits attempted | 1.50 | 60% | Probation |
| | 1.51 – 1.99 | 61 to 66% | Alert |
| 24 and above credits | 2.00 | 67% | Expulsion |
| **Associate's and Bachelor's Degree Programs** | | | |
| 1 – 18 credits attempted | 1.00 | 40% | Probation |
| | 1.01 – 1.99 | 41 – 66% | Alert |
| 19 – 36 credits attempted | 1.25 | 50% | Probation |
| | 1.26 – 1.99 | 51 – 66% | Alert |
| 37 – 71 credits attempted | 1.50 | 60% | Probation |
| | 1.51 – 1.99 | 61 – 66% | Alert |
| 72 – 108 credits attempted (Associate's that caps at 108) | 2.00 | 67% | Explusion |
| 109 – 144 credits attempted (Associate's that caps at 144) | 2.00 | 67% | Explusion |
| 145 and above credits attempted (Bachelor's that caps at 180) | 2.00 | 67% | Explusion |
| **Master's Degree and Post-Bachelor's Certificate Programs** | | | |
| Quarterly through 49% of the required minimum program credits attempted | 2.8 | 60% | Probation |
| 50% credits required and above | 3.0 | 67% | Explusion |

Any time a student is unable to complete a program within the MTF allowed, or to meet the minimum grade point average required to graduate, the student will lose financial aid eligibility and will be academically withdrawn (expelled) from UoNA.

Individual program standards listing all evaluation points, expected minimum qualitative and quantitative standards, and the results if those standards are not met, are available on request from the academic department.

End of first academic year for all associate's and bachelor's degree programs is defined as 40.5 quarter-hour credits. On subsequent evaluation points, this standard will increase and requires a minimum of 2.0 CGPA and 67 percent completion rate by the time the associate's or bachelor's degree program student reaches any of the following minimum credit equivalencies:

Credits equivalent to two academic years = 81
Credits equivalent to three academic years = 121.5
Credits equivalent to four academic years = 162
Sufficient credits completed to graduate

**Students Not Meeting SAP Requirements**
Students enrolled in a program are monitored at the end of every quarter based on the evaluation standards provided in this section to help ensure successful progress from one evaluation point to the next. A student who is not making SAP will be given an academic alert, or placed on probation, and may be expelled from financial aid or academically withdrawn from UoNA; specifically, as follows:

**SAP Alert**
A student who has met the probation standard but fails to meet either the CGPA standard or 67 percent completion rate during any evaluation point will be placed on SAP Alert. Refer to the evaluation points and standards chart provided in this section. The student will receive written notification within 10 business days of the end of the quarter when an SAP alert is issued. The notice will inform the student of resources available for assistance through the academic department. Additional support services will be discussed as necessary. During the quarter the student is placed on SAP Alert, he or she will be eligible to receive financial aid. A student who fails to make SAP after the Alert period will lose their aid eligibility unless they successfully appeal and are placed on probation.

**SAP Probation**
A student who does not meet the probation standard(s) as required at any evaluation point, will be placed on SAP Probation and receive a probation notice. Refer to the evaluation points and standards chart provided in this section. A Probation notice will be distributed within 10 business days of the end of the quarter. The notice will inform the student what GPA the student must achieve and the number of credits the student must successfully complete by the end of the probationary quarter in order to meet the minimum requirements by **the next evaluation point**. **The student will only be granted one quarter of probationary status**. The student will be expected to meet with the VP or academic department staff to ensure the student understands the application of SAP standards, and **must sign an acknowledgement that verifies their understanding of the GPA and number of credits to be successfully completed by the end of the probationary period.** A student who does not meet the minimum requirements by the next evaluation point will be academically withdrawn/expelled for not making SAP.

**Appeals and Mitigating Circumstances**
A student who disagrees with their SAP status, or feels that there are mitigating circumstances may appeal in writing to the campus VP or an academic director. The appeal must be filed within 14 business days after the student receives an Alert or notice of Probation or Expulsion.

A campus appeals committee will determine if the appeal is warranted. Mitigating circumstances must specifically consist of personal injury, poor health, family crisis, including death of an immediately family member or divorce, and other significant occurrences outside the control of the student for which the student is required to submit rationale stating its significance. All mitigating circumstances submitted for an appeal must be documented, and the student must demonstrate that such circumstances had an adverse impact on the student making SAP. The appeal must address the student's prior situation, what has changed that will enable the student to perform satisfactorily, and how the student will be able to make SAP and successfully complete his/her coursework within the maximum time frame. No waivers will be granted for graduation requirements. An appeal will be reviewed within 30 days of receipt by the Financial Aid Director or designed staff.

A student who is granted an appeal for mitigating circumstances will be placed on probation and sign an acknowledgement stating their understanding of an Academic Success Plan (ASP) that outlines the requirements that must be met in order to remain a student at UoNA. A student will be eligible for financial aid as long as the conditions of the ASP are met. If a student fails to meet the stated conditions, the student will be expelled.

If the initial appeal is denied, the student may elect to file a written appeal to the campus VP, who will chair a review committee consisting of the campus VP, Directors Financial Aid and Student Services, one Academic Director, and one senior faculty member, to comprise a five-member committee. The committee will review the written appeal and notify the student of its decision within 14 business days. The committee's decision, whether to allow the student to be placed on probation will be final.

**Academic Withdrawal (SAP Expulsion)**
A student who, is academically withdrawn for not making SAP will be expelled from UoNA and all financial aid programs. Refer to the evaluation points and standards chart provided in this section. The student will be notified in writing of the action within 10 business days of the end of the quarter. The student is encouraged to meet with a campus administrator to ensure the student understands the application of SAP standards and extended enrollment status options, which address reinstatement as a regular student and financial aid eligibility, and sign an acknowledgement that verifies their understanding. Additional support services may be discussed if applicable.

**Academic Withdrawal (SAP Expulsion) Financial Aid Eligibility and Extended Enrollment Status**
An academically withdrawn student based on SAP Expulsion status may request to enter extended enrollment status for one quarter to retake courses in order to make SAP and progress toward reinstatement as regular student with financial aid eligibility. A student in extended enrollment status will be charged full tuition and fees and will not be eligible to receive any financial aid. If the student has not met the minimum requirements for the evaluation point at the end of the extended enrollment quarter, the student will remain in extended enrollment status, provided the student has earned a minimum quarter grade point average of at least 2.0 in a certificate, diploma, associate's or bachelor's program, and at least 3.0 in a master's or post-bachelor's certificate program; and a quarter completion rate of at least 67 percent regardless of which program or credential level.

A course taken while a student is in extended enrollment status will count as credits attempted in the completion rate calculation and the grade for the repeated course will replace the previous course grade in the CGPA calculation. The student will remain expelled from all financial aid until meeting the minimum requirements specified for the next evaluation point.

Under no circumstance can a student exceed the maximum timeframe/maximum credit limit (150 percent of a program's minimum required credits) either as a **regular student or in an extended enrollment status** and receive the original credential for which they had enrolled.

**Reinstatement as a Regular Student and Financial Aid Eligibility**
A student who meets SAP requirements during the extended enrollment period will be reinstated as a regular student and will be eligible to receive financial aid.

**Program Transfer**
A student interested in transferring between programs may do so at the discretion/approval of the campus VP or an academic director. A student must be making SAP at the time of the transfer to be eligible to continue to receive financial aid. Only courses that may be applied toward the new program will be transferred and counted in SAP calculations. A student transferring between programs must complete and submit a program change form request and have it approved by the campus VP or an academic director.

**SAP Graduation Requirements**

In order to graduate from a certificate, diploma, associate's, or bachelor's degree program, a student must attain a 2.0 cumulative grade point average and complete all program requirements within 150 percent of the maximum time frame/maximum credits.

In order to graduate from a master's degree or post-bachelor's certificate program, a student must attain a 3.0 cumulative grade point average and complete all program requirements within 150 percent of the maximum time frame/maximum credits.

## STUDENTS RIGHTS AND RESPONSIBILITIES

### *Overview*

Students have all the rights normally accorded to members of a community of scholars – the rights to free inquiry, free expression of ideas, and 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.

### *Student Responsibilities*

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 ISO Manager,
- Regularly meeting with an academic advisor,
- Dressing appropriately for classes,
- Adhering to the Student Academic Code of Conduct, and
- Displaying civil and respectful behavior and attitudes to other community members.

**Academic Freedom**

The mission of the University is best accomplished in an atmosphere which fosters free inquiry, discussion and respect for differing viewpoints. However, students should be sensitive to others when discussing potentially controversial subject matter. The faculty is responsible for facilitating and encouraging open communication among students without fear of reprisal.

**Textbooks and Class & Lab Materials**

Students are expected to purchase required textbooks and other class and lab materials for each course. Students should budget a minimum of $100 per course. Access to open-source digital texts and journals available through the library will be provided at no additional cost.

**Technology Requirements**

All students must have personal access to a Windows-enabled computer or Windows equivalent computer with a minimum of 2048 MB RAM, wireless high-speed internet connectivity, and the appropriate office suite of software to support word-processing, presentation development and spreadsheet capabilities. In addition, a web-cam and microphone/headset are required for students participating in online courses and supplemental online activities.

**Academic Records Policy**

The University of North America complies with the U.S. Department of Education Family Educational Rights and Privacy Act of 1974 (FERPA) and all updates, which ensures students the right to privacy in their educational records. This Act establishes the right of students to inspect and review their records and to initiate grievance proceedings to correct inaccuracies. Students must schedule time with an academic administrator to review their educational records, other than transcripts, during regular University business hours, or by special appointment. Requests will be honored within 30 days or less.

**Distribution of Grades** – Term grades are distributed within one week after the last day of the term. Grades are posted to Campus Café, the UoNA Campus Information System (CIS) to provide easy and immediate access once grades are recorded. Students may then print the grade card from the electronic copy posted. Students are encouraged to maintain a copy of their records. However, copies may be requested from the academic department staff.

**Maintenance of Student Records -** Academic records, including the student's transcript, are maintained in the University's Student Information System as permanent files. Other student information is maintained for a five-year period following the student's last term of attendance after which the records are destroyed.

**Confidentiality of Student Information -** The University is committed to the maintenance of confidentiality of all student information. The University will only disclose records to certain parties as allowed by FERPA. Please contact the office of the President if you wish to obtain a copy of the University's FERPA policy.

**Release of Transcripts -** A student transcript will be released within three business days of an online request accompanied by the appropriate fee. Requests are to be submitted to academic or campus administrators. 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.

**Grievance Policy**

Grievances should always be resolved at the most immediate level possible. Student will not be subject to unfair actions as a result of initiating a complaint proceeding. No student shall suffer any negative administrative or academic consequences for the submission of either an academic or a non-academic grievance.

In the case of academic complaints or disputes:

1. The student is directed to communicate the problem to the faculty or other academic member involved and attempt to resolve the issue.

2. If a complaint or dispute is not satisfactorily resolved by the faculty member, the student appeals to an academic director or vice president (VP).

3. The director/VP investigate and may choose to involve other administrators, as appropriate.

4. If the complaint or dispute is still unresolved, the student may appeal in writing to the president, whose decision is binding.

In the case of non-academic complaints or disputes:

1. The student is directed to communicate the problem to the staff member involved and attempt to resolve the issue.

2. If a complaint or dispute is not satisfactorily resolved by the staff member, the student appeals to the supervisor of the staff member.

3. If the complaint or dispute is still unresolved, the student may appeal in writing to the president, whose decision is binding.

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 and/or the Accrediting Council of Independent Colleges and Schools (ACICS).

Under the aegis of the State Authorization Reciprocity Agreements (SARA) the University of North America accepts oversight by the State Council of Higher Education in Virginia (SCHEV) for students enrolled in Distance Education courses or programs. Grade appeals and student conduct appeals are not allowed under SARA.

The student should submit such written complaints directly to the regulatory agency:

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

And/or

Accrediting Council of Independent Colleges & Schools
1350 Eye Street, NW, Suite 560
Washington, DC 20005
Tel: 1-202-336-6780
www.acics.org

In addition, U.S. Veterans or other eligible persons may report a grievance against UoNA by Contacting The Virginia State Approving Agency (SAA) via email saa@dvs.virginia.gov and; by completing the form on the US Department of Veterans Affairs website: https://www.va.gov/education/submit-school-feedback/introduction. For assistance with filing the grievance, students may contact 888-442-4551 (888-GI-BILL-1).

**Harassment Policy**
Unlawful harassment is prohibited by the University of North America and by law on the basis of gender, age, race, national origin, religion, veteran status or disability. Students are responsible for immediately reporting any incidence of harassment to the International Student Office (ISO) Manager who will investigate and initiate disciplinary action if required.

**Intellectual Property Policy**
All work products which are used as the basis for course grading and which are produced by the student to meet course and degree requirements remain the property of the student.

**Nondiscrimination Policy**
The University of North America does not discriminate on the basis of gender, age, race, national origin, religion, veteran status or disability in admissions, employment, or access to academic programs or student activities.

**Safety and Security**
The security of all members of the University of North America community is a priority. Students who become aware of any maintenance or safety issues should report them to a University staff member immediately. The University of North America is not liable for any personal possessions on the campus. The following emergency numbers are available for on-campus students:

Fairfax County Emergency--Police, Fire, Ambulance: 9-1-1

Fairfax County Non-Emergency: (703) 691-2131, TTY (703) 204-2264

## 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 all known or suspected crimes that occur on campus to the ISO Manager 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 General Counsel. All crimes involving University students are to be reported to the General Counsel as well as to Fairfax County Police.

## Weapons On-Campus Policy

I. Scope: The policies and procedures provided herein apply to all UoNA faculty, staff and students.

II. Policy statement: Consistent with the Code of Virginia, the Board of Visitors has approved a restriction against weapons on campus for faculty, staff and students. The exception to this prohibition is for law enforcement officials appointed pursuant to §15.2-1609, et seq., of the Code of Virginia; §15.2-1700, et seq. of the Code of Virginia; §23-232, et. seq. of the Code of Virginia; §29.1-200, et seq. of the Code of Virginia; §52-1, et seq. of the Code of Virginia; and sworn federal law enforcement officers.

III. Responsibilities and Reporting

A. Prohibition: The possession of any weapon on campus by any faculty/staff member, or student with the exception of law enforcement officials as cited in the policy portion of this procedure is prohibited.

Weapons are defined as follows: any pistol, revolver, or other weapon designed or intended to propel a missile of any kind, or any dirk, bowie knife, switchblade knife, ballistic knife, razor slingshot, spring stick, metal knucks, blackjack, or any flailing instrument consisting of two or more rigid parts connected in such a manner as to allow them to swing freely, which may be known as nun chahka, nun chuck, nunchaku, shuriken, or fighting chain, or any disc, of whatever configuration, having at least two points or pointed blades which is designed to be thrown or propelled and which may be known as throwing star or oriental dart.

B. Prop Weapons: Due to the risk of being identified as a real weapon, any item which looks like a weapon in appearance and which is utilized for any purpose on all properties of UoNA as defined in section (I. Scope), must be reported to and approved by the President prior to being used in any activity. Activities include but are not limited to class presentations/plays and athletic events.

IV. Amendments and Additions: All amendments and additions to this policy are to be reviewed and approved by the President.

V. Effective Date and Approval: The policies herein are effective immediately. This Administrative Policy shall be reviewed and revised, if necessary, annually and to become effective at the beginning of the University's fiscal year, unless otherwise noted.

## Academic Integrity Policy

An academic code of conduct encompasses standards of honesty, truth, and accountability. Students and each member of UoNA have a responsibility to uphold the integrity of this academic community and to be accountable for his/her actions.

Academic inquiry whether in the on-campus or online classroom or conducted while doing research helps to ensure learning in an atmosphere that is free of intellectual dishonesty including, but not limited to, the following elements:

a. Plagiarism -
   i. deliberate submission or representation of the thoughts, ideas, or words of another as a student's own work for any assignment or component of an assignment;
   ii. quoting or paraphrasing another's words or ideas without properly citing the source for any assignment or component of an assignment; and
   iii. re-submitting a verbatim copy of my own work from a previous course, assignment, or publication.
b. Cheating - giving or receiving assistance or resources to and from peers for assignments and during exams that are not authorized in advance by the instructor.
c. Unauthorized collaboration - work that has been completed by more than one individual student for an assignment that has not been designated or authorized as a team assignment, in advance by the instructor.
d. Fabrication - intentional creation or falsification of information included in an assignment.
e. Copyright infringement – submitting assignments that include copyright materials or ideas, or file sharing networks, which make copyright material or ideas available, without the expressed consent of the author.

Faculty are required to submit a record of all violations and penalties to the Director of Academic Administration and impose the following consequences for student violations of academic integrity:

**1st violation of policy -** The course faculty will choose to allow the student to resubmit the assignment (to be used as a "teaching opportunity") or after consultation with the Director of Academic Administration assign a reduced grade for the re-submission. Follow-up may include required outside of class session tutorials with an academic staff member or faculty.

**2nd violation of policy -** The course faculty will choose to allow the student to resubmit the assignment with a reduced grade of 20% assigned or after consultation with the Director of Academic Administration assign an "F" for the assignment. Follow-up will include required outside of class session tutorials.

**3rd violation of policy -** After consultation with the Director of Academic Administration and course faculty, the student may be allowed to resubmit the assignment with a reduced grade of 30% or be assigned an "F" for the assignment or for the course. Follow-up will include placing the student on academic warning and fulfillment of required remedial actions as determined by Director of Academic Administration.

Further or continued intentional violations of policy *may* result in dismissal from the university.

**Appeals Process**

Students may submit a written request and supporting documentation to the university's administration if they feel they have extenuating circumstances for not adhering to the academic integrity policy within two weeks of the occurrence. The request will be reviewed by a committee that includes a minimum of one academic representative, one administrator, and the university's president, who will determine the best option for the student while still maintaining compliance with all regulatory agencies. In addition, if a student thinks the request has not been satisfactorily resolved by the committee, they may follow the UoNA Grievance Policy as published in the current catalog to address their dispute.

**Copyright Policy**
It is the policy of the University of North America that all members of the University community (students, faculty and staff) must comply with the US Copyright Law.

**Use of Licensed Documents -** The University subscribes to a number of sources for content published in scholarly journals, conference proceedings, and trade publications, providing access to these resources via the online library. By virtue of these subscriptions, students may download articles and use them for course assignments without paying additional fees. Faculty identifying specific articles for use within a course, will direct students to retrieve these articles from the online library, rather than posting them in the course shell.

**Fair Use Standards -** Faculty and staff are permitted to use and distribute copyrighted materials of other parties for educational and classroom uses, provided such activities are within the fair use standard. An article used once within the context of a classroom may fall within the standard of fair use; however, repeated use of the same article in subsequent courses would not. In those cases, students may be required to purchase these materials if not available through subscription services as described above.

**Documents without Limitations -** Government publications, documents in the public domain, or documents that are out of copyright may be used freely within the context of a course, with no limitations on their distribution.

**Software Distribution –** Software that has been copyrighted cannot be distributed to members of a course. Students must purchase individual licenses for personal use. Software distributed as part of a textbook bundle can be used by the individual purchasing the text, and should not be installed on multiple computers or shared among students. Faculty utilizing open-source software within the context of a course will not distribute the software directly. Links to authorized sources of the software will be made available within the Resources Area of a course shell.

**Distribution of Authored Materials -** Copyrighted materials may be copied freely by the owner of the copyright on the materials. Authorship conveys no right to copy material that has been published by a party other than the author. Permission must be granted by the publisher for copying any published materials used on a repetitive basis, or arrangements for purchase must be made.

**Other Documents -** In cases where use of a document does not fall within Fair Use standards, or has not been licensed for online use, faculty members must alert the VPAA prior to its use to seek permission rights or arrange for purchase of the materials.

**Confidential Information Policy**
The University of North America, as an institution of higher education, operates as an open forum to maximize the interchange of ideas. Students are encouraged to bring real life experiences to the classroom for discussion purposes. However, in so doing, students should follow the confidentiality policies of their employers and/or clients.

**Drug and Alcohol Policy**
The University of North America prohibits the unlawful or inappropriate possession, use, or distribution of illicit drugs and alcohol by students, faculty or staff on its property, at any recognized UoNA event. The consumption of alcohol is not permitted during the regular course of business or during official classroom time. Smoking is not permitted on or about the University campus.

**Health Insurance**
The University offers self-pay, optional student health insurance. Please refer to the UoNA website or President for information about current plans available and pricing information.

**Professional Conduct Policy**
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.

Students are expected to abide by all public laws and generally accepted professional standards, to comply with all regulations and policies of the University, and to conduct themselves professionally when interacting with fellow students, faculty and staff.

The University of North America reserves the right to place on probation or dismiss students who engage in unsatisfactory conduct such as dishonesty; failure to adhere to rules and regulations; destruction or theft of property; participation in activity that impinges on the rights of others; or possession or consumption of alcoholic beverages or illegal drugs at any time on the school premises. In any case of probation or dismissal students may appeal to the President.

**Registration**
Students are required to complete registration during the Registration Period for each term in which they wish to be enrolled. The Registration Period for each term is published in the University Calendar. Continuing students who do not register during the regular Registration Period may register through the Add/Drop Period and will be assessed a Late Registration Fee per course and, if applicable, the Manual Processing Fee in accordance with the specifications published in the Tuition and Fees section of the catalog.

New students may register for classes up to the end of the Add/Drop Period. New students are not assessed the Late Registration Fee for registrations that occur prior to the end of the Add/Drop Period.

**End of Course Evaluations**
Student evaluations are an integral part of the University's outcomes assessment program. At the end of each course, we ask students to evaluate the teaching effectiveness of the faculty member, the coverage of the course objectives, and the value of the course. Evaluations are completed anonymously, and responses from the evaluations are collected and recorded. Faculty and administrators do not have access to determine who submitted any particular evaluation form. Faculty members are able to view anonymous reports containing aggregate information and comments without student names, after final grades have been submitted.

**Misuse of Information Technology Resources**
The University reserves the right to withdraw the IT privileges of any student or faculty 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.

### *Email Accounts*

Each student is issued a UoNA email address. The UoNA email 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 Identification*

Student will receive a UoNA Student ID number as part of their welcome letter from the UoNA operations department. Students may request a physical ID card, which may be used to obtain student benefits and discounts at local-area merchants. Each student is required to carry a valid UoNA student picture ID, passport or other valid form of US identification that includes a picture of the ID holder at all times for security purposes while on campus. Only those students with a valid picture ID may request their Student ID number while on campus.

### *Change of Personal Information*

Students are responsible for ensuring UoNA has accurate information regarding a student's name, address, and contact information. If any personal information changes for a student, such as Address/Phone/Email/Employer, the student must submit updated information to the academic or operational administrators. To request a name-change to a student's academic record the following information must be provided: (1) A notarized letter requesting the name change, and (2) Driver's License or other Government Issued ID reflecting the name change.

### *Career Advising and Placement Services*

The University programs prepare graduates for productive professional careers. To supplement the academic foundations provided by the curriculum, assistance with career guidance and job placement is available to all students. Students are encouraged to meet with their respective academic advisors to discuss their career plans and provide a copy of their latest resume with the ISO Manager. Students seeking employment while enrolled are directed to meet with the ISO Manager with respect to available job opportunities.

### *Library Services*

Library services are provided 24 hours per day, seven days per week through the UoNA Virtual Library which encompasses a wide range of online resources including the Integrated Library System – Online Public Access Catalog, Proquest, Info-Trac, eLibrary, ACM Digital Library, e-Books Academic Complete Collection, and Library Information Resource Network (LIRN), a system that permits students to access journals and books from any location in the world with internet access. The University also maintains a limited reference collection on site for access during class periods.

The UoNA Librarian provides training and support to faculty as well as students in utilizing the library resources. Students can access the library on campus and speak with the Librarian in person or communicate with him via email. Access to the Virtual Library is provided through Moodle.

### *Orientation*

To ensure a productive and beneficial educational experience at UoNA, students are required to participate in an asynchronous online and a synchronous on-campus or internet-based orientation on a pre-scheduled and announced date. The orientations provide students with:

- Introductions to key administrative and academic staff members,
- Instruction and an assessment on accessing the Moodle platform,
- Review of the Student Academic Code of Conduct, which includes the academic integrity and collegial responsibility policies,
- Expectations, guidelines, and requirements for all students, and if applicable for US veteran and international students,
- Review of policies, procedures, and forms used by the university, including the UoNA Enrollment Agreement, and
- Information on student support services and resources.

### *Requesting Help*

Students may have questions regarding individual circumstances or information they need. It is best if the student emails the department which is responsible for the area the student has a question about. The following contact information should be used in requesting support:

| Department | Email |
|---|---|
| Academic | academic@uona.edu |
| Admissions | admissions@uona.edu |
| Finance | billing@uona.edu |
| International Student Questions | isa@uona.edu |
| Student Services | studentservices@uona.edu |
| IT Services | itservices@uona.edu |

In addition, students may request help at any time by sending an email to info@uona.edu. Students will be connected with appropriate staff members to answer questions or provide services.

## FINANCIAL INFORMATION

***Tuition and Fees Effective January 15, 2023***

| Tuition Rates by Program | Tuition Rate Per Credit | Tuition Per Course | Total Program Tuition Cost |
|---|---|---|---|
| Master's Degree Programs 54 credits; (MSAF, MBA, MSEIT, MSCS, MSCYS, MSMDA, MSIT, MSSAE) | $390 | $1,755 | $21,060 |
| Post-Bachelor's Certificate Programs 27 credits; (OL) | $390 | $1,755 | $10,530 |
| Bachelor's Degree Programs 180 credits, (BSBA, BSIT) | $350 | $1,575 | $63,000 |
| Occupational Associate's Degree Program 90 credits (OASPM) | $350 | (variable) | $31,500 |
| Operations Mgt for Technical Industries 31.5 Credits (OMTI) | $350 | (variable) | $11,025 |
| ESOL Certificate Program 72 credits (ESOL) | $100 | $1,800 | $7,200 |
| **Mandatory Fees** | | | **Amount** |
| Application Fee for all programs, one-time, non-refundable (waived for US Veteran students) | | | $100 |
| English Proficiency Examination Fee, non-refundable (if required on UoNA enrollment) | | | $25 |
| Registration Fee, per course, non-refundable | | | $50 |
| ESOL Lab Fee, per course | | | $50 |
| WITE 101 & WITE 111 Telecommunications Lab fee, per course | | | $400 |
| **As-Incurred Fees (non-refundable)** | | | **Amount** |
| Returned Check Fee, per occurrence | | | $50 |
| I-20 Shipping & Handling Charge (Express international shipping) | | | $100 |
| Regular international shipping (non-express) | | | $50 |
| Transcript Fee, does not include international shipping costs if applicable | | | $10 |
| Expedited Transcript Fee, for requests received before 12:00 PM (noon) EST, for processing same day, does not include international shipping costs if applicable | | | $25 |
| Replacement Student ID Card Fee | | | $25 |
| Practical Training Administrative Fee | | | $585 |
| Graduation Fee, per initial degree, less $100 for an additional UoNA degree | | | $300 |
| Budget Plan Fee | | | $200 |
| Supporting Documentation Fee (per document) | | | $75 |
| **Late Fees (non-refundable)** | | | **Amount** |
| Late Registration Fee, per course | | | $100 |
| Late Budget Plan Payment Fee, 1 - 7 days late | | | $50 |
| Late Budget Plan Payment Fee, 8 -14 days late | | | $150 |
| Late Budget Plan Payment Fee, 15 – 21 days late | | | $250 |
| Late Manual Processing Fee | | | $200 |

**Notes:**

1. New Students registering for the first time are <u>not</u> assessed Late Registration Fees.
2. Returning Students will incur a Late Manual Processing Fee in addition to the Late Registration Fee after the late registration period has ended.
3. Veteran Students providing a certificate of eligibility (COE) 100% eligible under Chap. 31 or 33 are permitted to attend a course, beginning on the date the student provides the COE until the earlier date VA provides payment to the school or 90 days after the school certifies tuition and fees.
4. International Students who are applying for an F1 Visa or Change of Status (COS) are:
   a. Required to pay a $400 non-refundable deposit fee on acceptance to UoNA. The deposit will be applied toward the student's first quarter of tuition.
   b. Allowed to defer enrollment for 1 term at no additional fee, and required to pay a $100 non-refundable fee <u>each</u> term if requesting a deferral for a 2nd, 3rd, or 4th time. A deferral cannot be requested for greater than 4 terms. After 4 deferrals, a new application must be submitted.

   An international student may submit a written, documented request to have the deposit or deferral fee refunded <u>only</u> if the student's F1 Visa/COS is denied.

### Tuition

Tuition is charged for enrollment in courses offered by UoNA. The university charges tuition on a per credit hour basis and the cost for each program is dependent on the number of credit hours required to meet graduation requirements. Individual student costs may vary depending on transfer credit or additional costs for repeated courses. The tuition rate is dependent on the program in which the student is enrolled. Tuition and fees are established/reviewed annually.

The University reserves the right to adjust tuition and fees as necessary to maintain a sound program for students. UoNA will provide students with no less than 30 days' notice of any changes in tuition and fees.

### Administrative Fee for International Student Approved Quarter Off (Vacation Term)

The University does not charge extra fees for its applied learning curriculum within each program. However, **international students**, who hold an F1 visa and wish to maintain active CPT during an approved quarter off (vacation term) will be required to pay a non-refundable administrative fee of $585 and follow all requirements as designated by UoNA in order to maintain eligibility for CPT during an Approved Quarter Off (AQO).

## *Financial Policies*

### Registration

Students are required to complete registration during the Registration Period for each term in which they wish to be enrolled. The Registration Period for each term is published in the University Calendar.

Continuing students who do not register during the regular Registration Period may register through the Add/Drop Period and will be assessed a Late Registration Fee per course and, if applicable, the Manual Processing Fee in accordance with the specifications published in the Financial Information section of the catalog.

New students may register for classes up to the end of the Add/Drop Period. New students are not assessed the Late Registration Fee for registrations that occur prior to the end of the Add/Drop Period.

### Payment of Fees

The tuition and registration fee must be paid at according to the schedule published in the University Calendar.

### Cancellation Period

The University makes every effort to assure that applicants are properly counseled and admitted into the school's programs. However, if a **new** applicant decides to cancel his/her enrollment within three (3) days of acceptance or by the last day of the add/drop period if he/she has not posted attendance in any class session or online (excluding weekends and holidays), UoNA will refund all monies, with the exception of the non-refundable, one-time admission application fee.

### Add/Drop Period

Students may add or drop a course during the Add/Drop Period which ends Friday of Week 2 of each term. Course registrations beyond the Add/Drop period require approval by the academic department. The late registration will be granted or denied based on factors such as previous history of non-attendance, academic performance, and the circumstances presented by the student.

**Withdrawals**

Students who wish to withdraw from a course after the Add/Drop Period must notify the school in writing no later than the last day of Week 9 of the term. Simply ceasing to attend a course does not constitute a withdrawal. Students who withdraw from a course after the Add/Drop Period but before the first day of Week 10 will receive a grade of "W".

Students seeking to withdraw due to academic difficulties should consult with their academic advisor. Students must notify the school in writing if they wish to withdraw from a program. Any outstanding balances at the time of program withdrawal require payment in full after refund calculation.

**Refund Policy**

Students electing to withdraw from classes receive refunds on a percentage basis according to the student's withdrawal date in relation to the most recent period of enrollment for which the student has paid. Refunds are processed within 45 business days from the date of official withdrawal. The table below identifies the applicable refund due the student based on the withdrawal date.

| **Status of Student** | **Date of Withdrawal** | **Refund Amount** |
|---|---|---|
| New Student | During Cancellation Period | All monies paid; less the non-refundable $100 Application Fee |
| New Student | After the Cancellation Period prior to the first day of class or within 3 days after signing an enrollment agreement and making an initial payment or more than 3 days after signing an enrollment agreement and making an initial payment, but prior to entering the school | All monies paid, less the non-refundable Application Fee plus, the non-refundable Registration Fees (if applicable), not to exceed $100 total |
| New Student who has not visited the school prior to enrollment | Within three business days following the regularly scheduled orientation or following a tour of the school facilities and inspection of equipment | All monies paid, less the non-refundable Application Fee plus the non-refundable Registration Fees (if applicable) not to exceed $100 total |
| Returning Student | Prior to first day of class | All tuition paid, less the non-refundable Registration Fees |
| New and Returning Students | After the 1st class session but before the end of the 3rd week of the term* | 50% of all tuition paid, less the non-refundable Application Fee, Registration Fees, Budget Plan Fees, and Late Fees |
| New and Returning Students | Before the end of the 5th week of the term* | 25% of all tuition paid, less the non-refundable Application Fee, Registration Fees, Budget Plan Fees, and Late Fees |
| New and Returning Students | After the 5th week of the term* | 0% of all monies paid |

* Based on 10-week academic terms excluding holiday weeks when there are no classes.

### *Scholarships*

To encourage learning and provide access to quality higher education, UoNA offers scholarships to qualified students. To apply, a student should fill out the online application form from the UoNA website. After submitting the online application form, the applicant must email required supporting documents to *info@uona.edu* with Scholarship Application in the subject line. Students will be informed of the status of their applications by email. UoNA reserves the right to limit of number of scholarships awarded based on eligibility and timeliness of application, and discontinue a scholarship and stop accepting applications at any time. Discontinued scholarships will be removed from publication in the catalog or catalog addendum.

### Military Scholarship

UoNA has the highest regard for those who protect us and we are dedicated to providing them high quality education at an affordable tuition. UoNA offers a Military Scholarship to assist the active military personnel. This scholarship cannot be used in conjunction with, or in addition to, any other scholarship. Those who receive any other type of outside funding. (Example: government scholarships or corporate sponsorships) are not eligible for this scholarship. This scholarship is effective from the Winter 2016 term and is not retroactive.

Award Amount:
$250 per course

Eligibility Guidelines:

- Student must provide a copy of the proof of active military status.
- Student must be enrolled in a degree program with continuous enrollment with no more than one term off per year or the student will lose eligibility for this scholarship.
- Student must maintain a cumulative GPA of 3.0 or above.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.

### Transition Scholarships

UoNA is dedicated to providing high quality education with an affordable tuition. To assist those who have transitioned from an F-1 visa to an H-1 visa, UoNA offers the Transition Scholarship that is designed to relieve some of their financial burden during this transition period. Going through the H-1 petition process is a significant challenge and the approval granted by the U.S. government is a validation of a student's value to the American society. UoNA is proud that the education we provide has assisted many of our students in this pursuit and wants to see all of our students complete their degrees no matter what statuses they are in. As educators, we also welcome all H-1 awardees from any other university to continue their education at UoNA. This scholarship cannot be used in conjunction with, or in addition to, any other scholarship. Those who receive any other type of outside funding (Example: government scholarships or corporate sponsorships) are not eligible for this scholarship. This scholarship is effective from the Winter 2016 term and is not retroactive.

Award Amount:
$500 per course until the completion of the degree program

Eligibility Guidelines:

- Student must provide a copy of the proof of his/her H-1 status.
- Student must be enrolled in a degree program with continuous enrollment with no more than one term off per year or the student will lose eligibility for this scholarship.
- Student must maintain a cumulative GPA of 3.0 or above.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.

**Transfer Student Scholarships**

UoNA is dedicated to supporting transfer students to complete his/her degree and gain employment through its transfer of credit policies and career-oriented program objectives, as published in the catalog. To further demonstrate UoNA's commitment to assist all transfer students to complete the degree for which they have already invested substantial resources, scholarships are available for eligible students who are transferring from another institution. The intent of these scholarships is to help relieve some of the financial burden critical to degree completion for transfer students.

A transfer student scholarship cannot be used in conjunction with, or in addition to, any other UoNA scholarship or any other externally funded financial support (for example: government or corporate sponsorships). Eligible students may receive only one transfer student scholarship. The transfer student scholarships are effective for Fall 2019 and subsequent term applicants and are not retroactive. UoNA reserves the right to discontinue these scholarships anytime.

**Transfer Student – Scholarship**

Award Amount:
One-time application fee of $100 is waived, and $50 per course until the completion of the degree program.

Eligibility Guidelines:

- Student must be transferring from an accredited institution that is recognized by the U.S. Department of Education.
- Student must have completed at least one term in the program for which they are making application at the institution from which they are transferring.
- Student must have applied for and received all eligible transfer credits for the degree program they will be completing at UoNA.
- Student must be enrolled in the degree program with continuous enrollment or the student will lose eligibility for this scholarship.
- Master's students must maintain a cumulative GPA of 3.0 or above; bachelor's students must maintain a cumulative GPA of 2.0 or above.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.

**Transfer Student – Adverse Circumstances Scholarship**

Award Amount:
One-time application fee of $100 is waived, and $150 per course until the completion of the degree program.

Eligibility Guidelines:

- Student must be transferring from an accredited institution that is recognized by the U.S. Department of Education, which has placed the student in adverse circumstances of completing their degree, including the institution being closed within the past 90 days or is in a regulatory agency ordered teach-out or is under a publicly announced, unresolved investigation by one of its regulatory agencies.
- Student must have completed or attempted to complete at least one term in the program for which they are making application at the institution from which they are transferring.
- Student must have applied for and received all eligible transfer credits for the degree program they will be completing at UoNA.
- Student must be enrolled in the degree program with continuous enrollment or the student will lose eligibility for this scholarship.
- Master's students must maintain a cumulative GPA of 3.0 or above; bachelor's students must maintain a cumulative GPA of 2.0 or above.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.

**Students who complete a 3rd degree at UoNA Scholarship**

UoNA is dedicated to supporting students to complete a 3rd degree at the university that will help them to advance their employment and career goals. To demonstrate UoNA's commitment to assist these students complete their 3rd degree, scholarships are available for eligible students with the intent of helping support some of the financial obligation critical to degree completion. A scholarship for students who complete a 3rd degree at UoNA cannot be used in conjunction with, or in addition to, any other UoNA scholarship or any other externally funded financial support (for example: government or corporate sponsorships). Eligible students may receive only one scholarship. The scholarship is effective from the Summer 2019 term and is not retroactive.

Award Amount:
$150 per course until the completion of the degree program.

Eligibility Guidelines:

- Student must submit a one-page (maximum) narrative describing how the 3rd degree will support the advancement of his/her employment and career goals.
- Student must be enrolled in the degree program with continuous enrollment with no more than one term off per year or the student will lose eligibility for this scholarship.
- Student must maintain a cumulative GPA of 3.0 or above.
- Scholarships are awarded as tuition credit only. No cash value.
- UoNA may use the student's story for marketing and promotional purposes.


# MASTER'S DEGREE & POST-BACHELOR'S CERTIFICATE PROGRAMS (GRADUATE)

# MASTER'S DEGREE PROGRAMS

The University offers a select group of master's degree programs designed to provide a high quality, practitioner-oriented education to students from around the world. The programs offered are through the UoNA College of Business and Management or College of Technology.

**College of Business and Management**

Master of Science in Accounting and Finance (MSAF)
Master of Business Administration (MBA)
Master of Science in Educational/Instructional Technology (MSEIT)

**College of Technology**

Master of Science in Computer Science (MSCS)
Master of Science in Cyber Security (MSCYS)
Master of Science in Information Technology (MSIT)
Master of Science in Management and Data Analytics (MSMDA)
Master of Science in System and Application Engineering (MSSAE)

### *Elective Courses*

Master's degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas depending on the requirements of the selected program. Students may also pursue electives beyond the required minimum number of elective credits and/or courses for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

### *Earning Multiple Master's Degrees*

Graduates of the University of North America may, if they wish, enroll in consecutive master's degree programs. Appropriate courses will be transferred to meet the credit requirements for the second degree.

### *Integrated Applied Learning*

Applied learning is an integral part all master's programs offered at UoNA. Success in the programs relies on students having access to a work environment that allows them to apply the course content and activities. Concurrent work experience provides a direct link between the knowledge gained in the courses and the application of that knowledge in practice.

The master's degree program coursework provides a rigorous academic environment, and students are expected to use their current and recent work environments for completion of assignments. At the end of each course, students submit a reflection paper describing how the course activities enhanced their ability to apply the course content to their work experiences.

This linkage allows students to integrate theories learned into practical applications in the workplace, gain professional work experience or insight into the workplace, collaborate with students as professionals in their field, improve their interpersonal skills, and enhance their marketability after graduation.

Working with student services, students are assisted in obtaining a workplace position that is directly related to their field of study. The position may be a paid or volunteer position or an internship and can be part-time or full-time (a maximum of 40 hours of work per week). International students must submit a learning agreement signed by their employer/supervisor.

In UoNA's curriculum, practical experience is required for all students, whether they are domestic students or international students. International students are allowed to register in the Applied Learning curriculum through the Curricular Practical Training (CPT) program in accordance with the US regulations established by USCIS.

### *International Master's Students*

**Curricular Practical Training (CPT)**
The University of North America is authorized to issue I-20s for international students who will supplement their learning through work experience in the US utilizing CPT. The UoNA applied learning curriculum meets the requirements for CPT as authorized through SEVP. A CPT work experience may be paid or unpaid. The position may be part- or full-time. 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.

International students who meet the eligibility requirements may request an approved quarter off (vacation term) after full-time enrollment of 3 consecutive terms at UoNA while in a master's degree program. During an approved quarter-off (AQO), students wishing to maintain active CPT are required to follow the policies as designated by UoNA, which include: (1) payment of $585 non-refundable administrative/maintenance fee; (2) fulfillment of all AQO activities in Moodle; and (3) all policies as stated on the approved quarter-off form at the time of their request. Failure to follow the stated policies will result in ineligibility to participate in CPT while on an approved quarter off.

**Optional Practical Training (OPT)**
Following the successful completion of a degree and employment history, international students *may* be eligible to participate in Optional Practical Training (OPT) for up to 12 months. Optional Practical Training is immediate employment authorization that provides an opportunity for F-1 students to apply the knowledge acquired from their academic program to a work experience in their major field of study for a period of time up to one year.

## COLLEGE OF BUSINESS AND MANAGEMENT

## MASTER OF SCIENCE IN ACCOUNTING AND FINANCE (MSAF)

### *Overview*

The goal of the MSAF program is to prepare managers to make sound accounting and financial decisions. Accounting and financial analysts who are able to identify and create solutions based on accurate quantitative analysis and compliance with current accounting and finance regulations. Topics include preparation of tax documents, auditing methods, budgeting, cost analysis, investment forecasting, and financial reporting. The integrated curriculum includes accounting and finance concepts and applications that enable graduates to become efficient managers of effective monetary transactions and investment leaders to support nation and international businesses and institutions.

On completion of the program, the graduate will be able to prepare and analyze financial and investment reports for a range of organizations utilizing quantitative analyses. They will be able to make recommendations for sound financial decisions based on the analyses. Further, graduates will be able to present their analyses and findings clearly and effectively to professional and public audiences.

### *Course/Credit Requirements*

The course/credit requirements for the MSAF program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12, 4.5 quarter-hour credit courses (54 minimum required credits) to earn an MSAF, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the methods necessary to address decisions that face accounting and financial analysts in a range of organizations, 4 elective courses comprise a student-selected focus in advanced accounting and financial topics, and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 MSAF courses provide the knowledge and skills that enable graduates to advance in accounting and finance career fields. Specifically, each group of courses in the curriculum measure a student's ability to:

1. Apply foundational theories of accounting and financial reporting, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;
2. Formulate financial and fiscal problems to be solved using accepted accounting practices and financial forecasting, which is demonstrated by successful completion of analyses and creation of models required in the program core and elective courses;
3. Represent data and inform through effective reporting, written and oral communication, and representation of visual analytics, which are required in the program core and electives courses; and
4. Develop models using numerical data and accounting and financial reports from multiple sources, appropriate analyses, and ethical considerations, which are required in the program core and electives courses, and capstone course.

### *Admission Requirements*

In addition to the admission requirements for all master's programs, to be accepted to the MSAF program, applicants are required to have an undergraduate degree in accounting, or an undergraduate or graduate degree in business administration, which include at a minimum, a course in accounting and a course in economics. An applicant may request to apply for advanced standing in either of these courses based on a competency examination or prior professional experience utilizing these concepts. Requests for advanced standing or prior professional experience are reviewed at the time of admission and must meet UoNA policies.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many international students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address the business problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSAF degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| ACCT520 | Accounting for Decision Making | 4.5 |
| ACCT521 | Advanced Accounting | 4.5 |
| ECON520 | Managerial Economics | 4.5 |
| FINS520 | Finance for Decision Making | 4.5 |
| QANT510 | Statistics for Decision Making | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>one</u> course from Elective Group 1 and one course from Elective Group 2. | Group 1 Electives: ACCT 522 | Principles of Taxation |
| | Group 1 Electives: ACCT523 | Auditing |
| | Group 1 Electives: ACCT524 | International Accounting |
| | Group 2 Electives: FINS530 | Financial Data / Statistics Management |
| | Group 2 Electives: FINS540 | Investment Portfolio Management |
| | Group 2 Electives: FINS550 | Case Studies in Financial Analysis and Reporting |
| | | Elective Total 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits Required for the MSAF Degree*** | | **54** |

### *Elective Courses*

MSAF degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

# MASTER OF BUSINESS ADMINISTRATION (MBA)

### *Overview*

The goal of the Master of Business Administration program is to prepare students to become managers in leadership positions for industry, government, and the not-for-profit sector and to provide them with a breadth and depth of knowledge that is supported by the ability to effectively address real world issues. 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 business, 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 are provided with opportunities in each course to develop and improve these skills.

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 articulate their approach and findings clearly and effectively to both a technical and lay audience in both written and oral forms.

### *Course/Credit Requirements*

The course/credit requirements for the MBA program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12 required courses to earn an MBA, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the tools necessary to address problems that face managers in a range of organizations, 4 elective courses comprise a student-selected focus in an area of business or management or across areas, and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 courses provide the knowledge and skills that enable graduates to advance in business and management career fields. Specifically, each group of courses in the MBA curriculum measure a student's competency in the three Program Objectives as follows:

1. Compile, analyze, and assess the applicability of best practices in addressing enterprise management issues, which are demonstrated by successful completion of the case study analyses, written reports, and projects required in the two-common core and five program core courses, and comprehensive capstone course project;

2. Integrate principles and techniques of problem solving, critical thinking, and business ethics in the development of business strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and

3. Demonstrate mastery of theory, concepts and skills in addressing focused topics of business management, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many international students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address the business problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries. Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MBA degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| ACCT520 | Accounting for Decision Making | 4.5 |
| ECON520 | Managerial Economics | 4.5 |
| FINS520 | Finance for Decision Making | 4.5 |
| MKTG571 | Marketing Management | 4.5 |
| QANT510 | Statistics for Decision Making | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| | Four courses selected from master's program electives | 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits Required for MBA*** | | ***54*** |

### *Elective Courses*

MBA degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

# MASTER OF SCIENCE IN EDUCATIONAL/INSTRUCTIONAL TECHNOLOGY (MSEIT)

### *Overview*

The goal of the Educational/Instructional Technology program is to enrich the ability of educators to adapt teaching methods by including technologies to promote active learning. The accessibility of technology and digitalization of resources for all students are explored.

Applications include enhancing instruction, curriculum, and assessment with data- and technology-driven approaches. Topics in individualized and out-come based learning utilizing technologies are investigated. Emphases on leadership, innovation, and ethical considerations will provide educators with the fluency to develop and manage instructional technology in the classroom and system-wide initiatives.

On completion of the program, the graduate will be able to implement and adapt technology and student-centered approaches within a range of curricula utilizing digital resources. They will be able to make recommendations for viable instructional and system-wide decisions based on their investigations and practices. Further, graduates will be able to present their recommendations and findings clearly and effectively to educators and administrators, and the public.

### *Course/Credit Requirements*

The course/credit requirements for the MSEIT program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12, 4.5 quarter-hour credit courses (54 minimum required credits) to earn an MSEIT, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the methods necessary to address decisions that face educators in a range of classrooms, organizations, and systems; 4 elective courses comprise a student-selected focus in technology tools, student-centered learning, and adaptive methods, and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 MSEIT courses provide the knowledge and skills that enable graduates to advance in educational and training career fields. Specifically, each group of courses in the curriculum measure a student's ability to:

1. Utilize contemporary theories of education and training through the integration of technology, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;
2. Create solutions to the challenges of teaching / learning in a technology-driven world using best practices and adaptive methods, which is demonstrated by successful completion of analyses and creation of models required in the program core and elective courses;
3. Present innovative classroom and system-wide approaches through effective reporting, written and oral communication, and relevant technologies, which are required in the program core and electives courses; and
4. Develop or adapt models using technologies and digital resources for specific educational environments and levels of learning, including ethical considerations, which are required in the program core and electives courses, and capstone course.

### *Admission Requirements*

In addition to the admission requirements for all master's programs, to be accepted to the MSEIT program, applicants are required to have an undergraduate degree in education or instruction, or an undergraduate or graduate degree in educational administration. An applicant with relevant, extensive instructional or executive training experience, certificates, or course work may request to apply to the program based on competency exams or prior professional experience. Requests for advanced standing or prior professional experience are reviewed at the time of admission and must meet UoNA policies.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address the educational/instructional technology problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSEIT degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| EITE510 | Principles of Learning/Teaching Strategies and Methods | 4.5 |
| EITE520 | Transformational Education/Instruction | 4.5 |
| EITE530 | Contemporary Classroom Approaches | 4.5 |
| EITE540 | Integrating Technology in the Classroom | 4.5 |
| EITE550 | Ethical Considerations for Educational/ Instructional Technologies | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| A <u>minimum</u> of 4 4.5 credit elective courses, which includes at least <u>2</u> EITE elective courses. | EITE 505 Adaptive Teaching and Learning Approaches | |
| | EITE 515 Tools for Digital-Age Learning Strategies | |
| | EITE 525 Data-Driven Instruction for Individualized Learning | |
| | EITE 535 Outcome-Based Instructional Applications | |
| | EITE 545 Active Learning in the Collaborative Classroom | |
| | EITE 555 Strategies for Adapting System-Wide Technologies | |
| | | Total Electives 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits Required for the MSEIT Degree*** | | **54** |

### *Elective Courses*

MSEIT degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

## COLLEGE OF TECHNOLOGY

## MASTER OF SCIENCE IN COMPUTER SCIENCE (MSCS)

### *Overview*

The goal of the Master of Science in Computer Science (MSCS) is to prepare technical computing specialists. As such, the program provides students with a solid background in computing and technology in order to prepare them to work within business enterprises.

Technologists must be able to express themselves clearly and compellingly if they are to serve as leaders in business, 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 are provided with opportunities in each course to develop and hone these skills.

On completion of the program, the graduate will be able to identify technological risks or problems within an organization, specify the causes of the risks or problems, develop an appropriate solution, and implement the change required. Further, graduates will be able to articulate their approach and findings clearly and effectively to both a technical and lay audience in both written and oral forms.

### *Course/Credit Requirements*

The course/credit requirements for the MSCS program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12 required courses to earn an MSCS, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the tools necessary to address problems that face technologists in a range of enterprises, 4 elective courses comprise a student-selected focus in computer science technology / management or across areas, and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 MSCS courses provide the knowledge and skills that enable graduates to advance in computer science technology career fields. Specifically, each group of courses in the MSCS curriculum measure a student's competency in the three program objectives as follows:

1. Compile, analyze, and assess the applicability of best practices in addressing technology issues relevant to computer science, which are demonstrated by successful completion of the case study analyses, written reports, and projects required in the two-common core and five program core courses, and comprehensive capstone course project;

2. Integrate principles and techniques of problem solving, critical thinking, and technical solutions in the development of technical strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and

3. Demonstrate mastery of theory, concepts, and skills in addressing focused topics of computer science, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

The students take a set of 5 Program Core courses which are designed to provide the tools necessary to address computer technology problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries. Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSCS degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| CMSC501 | Structure of Programming Languages | 4.5 |
| CMSC512 | Computer Architecture | 4.5 |
| CMSC530 | Operating System Internals | 4.5 |
| INST569 | Data and System Security | 4.5 |
| TECH540 | Database Management Systems | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| | Four courses selected from master's program electives | 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits required for MSCS*** | | ***54*** |

### *Elective Courses*

MSCS degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

# MASTER OF SCIENCE IN CYBER SECURITY (MSCYS)

### *Overview*

The goal of the MSCYS program is to equip technologists with the competencies to develop, implement and maintain an effective cyber defense strategy for a range of organizations. Topics include network and systems security, identity management, network defense, information assurance compliance, strategic planning, organizational leadership, disaster recovery, business continuation and cybersecurity ethics. With emphases on governance, leadership, and responsibilities, the strong analytical and ethical concepts and applications will provide technology specialists with the tools to create and monitor business and enterprise security in an ever-connected cyber world.

On completion of the program, the graduate will be able to develop and manage effective cyber security strategies within a range of institutions and enterprises. Professionals with the ability to identify cyber security system and application challenges within an organization and to construct viable solutions. Further, graduates will be able to present their strategies and solutions clearly and effectively to technical and lay audiences.

### *Course/Credit Requirements*

The course/credit requirements for the MSCYS program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12, 4.5 quarter-hour credit courses (54 minimum required credits) to earn an MSCYS, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace; 5 program core courses provide the tools necessary to address decisions that face cyber security technologists in a range of organizations; 4 elective courses comprise a student-selected focus in analytics, tools, and methods to develop, implement, and protect digital assets; and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 MSCYS courses provide the knowledge and skills that enable graduates to advance in, and become leaders of, cyber security career fields. Specifically, each group of courses in the MSCYS curriculum measure a student's ability to:

1. Apply concepts and terminologies for management of cyber security systems and applications, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;
2. Analyze cyber security threats, trends, and strategies on a national security level, which is demonstrated by successful completion of analyses and creation of models required in the program core and elective courses;
3. Evaluate computer networks and systems for cyber security with the ability to apply techniques that test potential threats, which are required in the program core and electives courses;

4. Build organizational and technological structures to protect digital assets, which are required in the program core and electives courses, and capstone course; and
5. Develop models for technology disaster recovery plans that are aligned with business operations utilizing appropriate systems, tools, and ethical considerations, which are required in the program core, electives courses, and capstone course.

### *Admission Requirements*

In addition to the admission requirements for all master's programs, to be accepted to the MSCYS program, applicants are required to have an undergraduate or graduate degree in information technology, or an undergraduate or graduate degree in computer science, or a related bachelor of science degree, which includes a minimum of one computer application or language course and one course in calculus or introductory statistics. An applicant may request to apply for advanced standing in either of these courses based on a competency examination or prior professional experience utilizing these concepts. Requests for advanced standing or prior professional experience are reviewed at the time of admission and must meet UoNA policies.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

The students take a set of 5 Program Core courses which are designed to provide the tools necessary to address cyber security/computer problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSCYS degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| INST 540 | Principles of Information Security | 4.5 |
| INST 541 | Information Security Policy | 4.5 |
| INST 542 | Information Security Risk and Vulnerability | 4.5 |
| INST 569 | Data and System Security | 4.5 |
| INST 570 | Information Security Ethics and Legal Aspects | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| A minimum of 4 4.5 credit elective courses, which includes at least 2 of the MSCYS elective courses listed. | CYBR 501 Cloud and Security Control | |
| | CYBR 502 System Defense and Network Security | |
| | CYBR 550 Cybersecurity Range Lab Simulations and Training | |
| | CMSC 530 Operating System Internals | |
| | CMSC 580 System Architecture and Security Design | |
| | INST 543 Forensics and Incident Response | |
| | | Total Electives 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits Required for the MSCYS Degree*** | | **54** |

### *Elective Courses*

MSCYS degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

## MASTER OF SCIENCE IN INFORMATION TECHNOLOGY (MSIT)

### *Overview*

The goal of the Master of Science in Information Technology is to produce graduates that are prepared to meet the technology and operations needs of modern businesses. As such, the program provides students with a solid background in both business and information technology in order to prepare them to work within business enterprises.

Managers, whether their responsibility is technology or human resources, must be able to express themselves clearly and compellingly if they are to serve as leaders in business. 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 are provided with opportunities in each course to develop and hone these skills.

On completion of the program, the graduate will be able to identify technological risks or problems within an organization, specify the causes of the risks or problems, develop an appropriate solution, and implement the change required. Further, graduates will be able to articulate their approach and findings clearly and effectively to both a technical and lay audience in both written and oral forms.

### *Course/Credit Requirements*

The credit requirements for the MSIT program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12 required courses to earn an MSIT, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the tools necessary to address IT problems that face a range of enterprises, 4 elective courses comprise a student-selected focus on an IT technical / management area or across areas, and 1 capstone course enables each student to develop an integrated final project.

Together, the courses provide the knowledge and skills that enable graduates to advance in IT management career fields. Specifically, each group of courses in the MSIT curriculum address the three program objectives as follows:

1. Compile, analyze, and assess the applicability of best practices in addressing technology issues within a business enterprise, which are demonstrated by successful completion of the case study analyses, written reports, and projects required in the two-common core and five program core courses, and comprehensive capstone course project;

2. Integrate principles and techniques of problem solving, critical thinking, and business ethics in the development of technical strategies, which are demonstrated by successful completion of the individual and group exercises, reflection papers, and applied learning exercises required in the two-common core and five program core courses, and the comprehensive capstone project; and

3. Demonstrate mastery of theory, concepts and skills in addressing focused topics of technology management, which are demonstrated by successful completion of the applied learning and lab activities / simulations required in the elective courses, and research and analyses for the comprehensive capstone project.

***Program Length***

It is expected that students will take two courses per term throughout their programs. Since many students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

***Program Sequence***

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students will take a set of 5 Program Core courses which are designed to provide the tools necessary to address the information technology problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSIT degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| INST534 | Computer and Information Networking | 4.5 |
| INST574 | Management Information Systems | 4.5 |
| INST569 | Data and System Security | 4.5 |
| TECH540 | Database Management Systems | 4.5 |
| TECH581 | Electronic Business Systems | 4.5 |
| ***Elective Courses (18 credits):*** | | |
| | Four courses selected from master's program electives | 18 |
| ***Capstone Course (4.5 credits):*** | | |
| CAPS600 | Graduate Capstone | 4.5 |
| ***Minimum Credits required for MSIT*** | | ***54*** |

### *Elective Courses*

MSIT degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

# MASTER OF SCIENCE IN MANAGEMENT AND DATA ANALYTICS (MSMDA)

### *Overview*

The goal of the MSMDA program is to prepare analysts who are able to identify and frame business decisions, including acquisition, management, and utilization of big and fast-moving streams of data. Objectives emphasize the creation, analysis, solution, interpretation, and presentation of models using appropriate mathematical approaches and analytical tools by providing an integration of these concepts and skills. The breadth and depth of management and data analytics theories and applications support the ability of graduates to become future industry leaders who can effectively design and manage decision models that can be utilized in the global marketplace.

On completion of the program, the graduate will be able to manage business dilemmas within an organization by identifying the causes or forecasting future trends. Then utilize appropriate analytics to create models for solutions and decision making. Further, graduates will be able to present their models and findings clearly and effectively to technical and lay audiences.

### *Course/Credit Requirements*

The course/credit requirements for the MSMDA program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12, 4.5 quarter-hour credit courses (54 minimum required credits) to earn an MSMDA, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace, 5 program core courses provide the tools necessary to address decisions that face analysts and technologists in a range of organizations, 4 elective courses comprise a student-selected focus in analytic tools and methods, and 1 capstone course enables each student to develop an integrated final project.

Together, the 12 MSMDA courses provide the knowledge and skills that enable graduates to advance in management and data analyst career fields. Specifically, each group of courses in the MSMDA curriculum measure a student's ability to:

1. Apply foundational theories of management and data analytics, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;
2. Formulate organizational problems to be solved using analytics, which is demonstrated by successful completion of analyses and creation of models required in the program core and elective courses;

3. Represent data and inform through effective reporting, written and oral communication, and representation of visual analytics, which are required in the program core and electives courses; and
4. Develop models using both structured and unstructured data from multiple sources, appropriate analytic tools, and ethical considerations, which are required in the program core and electives courses, and capstone course.

### *Admission Requirements*

In addition to the admission requirements for all master's programs, to be accepted to the MSMDA program, applicants are required to have an undergraduate or graduate degree in information technology or related computer science or business management / marketing, which includes a computer application or language course and a course in calculus or introductory statistics. An applicant may request to apply for advanced standing in either of these courses based on a competency examination or prior professional experience utilizing these concepts. Requests for advanced standing or prior professional experience are reviewed at the time of admission and must meet UoNA policies.

### *Program Length*

It is expected that students will take two courses per term throughout their programs. Since many international students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address the big data, business, and technology problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSMDA degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| DATA 521 | Tackling Big Data Challenges - Intro to Big Data | 4.5 |
| DATA 522 | Solving Big Data Problems – Data Analytics | 4.5 |
| DATA 524 | Information Visualization | 4.5 |
| INST 522 | Database Design and Processing | 4.5 |
| QANT 510 | Statistics for Decision Making | 4.5 |

***Elective Courses (18 credits):***

A minimum of 4 4.5 credit elective courses, which includes at least one course from Elective Group 1 and one course from Elective Group 2.

| | | |
|---|---|---|
| Group 1 Electives | DATA 523 | Big Data Technologies |
| | INST 525 | Business Intelligence and Data Warehousing |
| | DATA 526 | Advanced Analytics and Modeling |
| | DATA 530 | Demonstrated Solutions with Analytics |
| Group 2 Electives | QANT 525 | Probabilistic and Scholastic Models |
| | QANT 530 | Statistical Estimation and Regression Analysis |
| | DATA 540 | Deterministic Optimization Models |

Elective Total 18

***Capstone Course (4.5 credits):***

| | | |
|---|---|---|
| CAPS600 | Graduate Capstone | 4.5 |

***Minimum Credits Required for the MSMDA Degree*** **54**

### *Elective Courses*

MSMDA degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

# MASTER OF SCIENCE IN SYSTEM AND APPLICATION ENGINEERING (MSSAE)

### *Overview*

The goal of the System and Application Engineering program is to advance the knowledge and competency of engineers and IT specialists in current and emerging technology and applications, including cloud infrastructures and mobile computing. System and application architecture are examined to enable graduates to design, operate, and maintain systems, networks and applications for a range of enterprises and organizations. Complex systems and applications are investigated within current operational and security issues. Exercises in data analytics, virtual machines, artificial intelligence, and specialized system solutions are applied for optimizing operational efficiency.

On completion of the program, the graduate will be able to utilize fundamental systems engineering and application development principles and methodologies to solve problems and create solutions in typical enterprise business and IT environments. The graduates will be able to analyze and identify problems and issues with real world systems and develop, engineer, and manage systems projects in a team environment. Further, graduates will be able to clearly and effectively present and communicate their strategies and solutions to managers as well as technical and lay audiences.

### *Course/Credit Requirements*

The course/credit requirements for the MSSAE program consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Program Core Courses | 22.5 Credits (5 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Capstone Course | 4.5 Credits (1 Course) |
| Program Total | 54 Credits |

### *Program Objectives*

Of the 12, 4.5 quarter-hour credit courses (54 minimum required credits) to earn an MSSAE, 2 common core master's courses provide a survey of contemporary management and the inclusion of technology within every aspect of today's workplace; 5 program core courses provide the foundations for information system and application engineering in today's fast-paced technological world; 4 elective courses comprise a student-selected focus in application software or system hardware enabling them to focus on system development, engineering, and project management; and 1 capstone course in which each student develops an integrated final project.

Together, the 12 MSSAE courses provide the knowledge and skills that enable graduates to advance in, and become leaders of, IT systems engineering career fields. Specifically, each group of courses in the MSSAE curriculum measure a student's ability to:

1. Apply fundamental concepts and methodologies for information systems and applications engineering, which is demonstrated by successful completion of the exercises and projects required in the common- and program-core courses, and capstone course;

2. Consolidate knowledge in the latest technology advances in big data analytics, artificial intelligence, deep learning, and blockchain technology, which is covered by completion of program core and elective courses.
3. Analyze enterprise IT systems' engineering and development issues by successful completion of analyses and creation of models required in the program core and elective courses;
4. Evaluate a variety of IT systems including networks, data systems, applications, and securities with the ability to propose solutions utilizing advanced technologies which are required in the program core and electives courses; and
5. Build and develop system engineering project plans and approaches for solving specific enterprise or corporate IT challenges which are required in the program core and electives courses, and capstone course.

***Admission Requirements***

In addition to the admission requirements for all master's programs, to be accepted to the MSSAE program, applicants are required to have an undergraduate or graduate degree in information technology, or an undergraduate or graduate degree in engineering, computer science, mathematics, or other science major. Requests to consider prior professional experience are reviewed at the time of admission and must meet UoNA policies.

***Program Length***

It is expected that students will take two courses per term throughout their programs. Since many students take one approved quarter-off (vacation term) per year during their program, the normal program length is 2 years (24 months) with the expectation that students will complete in this length of time. Students are given 3 years (36 months) to complete their programs as long as they are making satisfactory academic progress.

***Program Sequence***

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of management and technology as they affect business, government, and not-for-profit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 5 Program Core courses which are designed to provide the tools necessary to address system, application, and technology engineering problems that face organizations today, which are integrated with 4 Elective courses. Chosen in consultation with their advisor, students select elective courses, which provide focused training for specific positions / industries.

Finally, in their last term of enrollment each student completes the Capstone course in which what has been learned during the student's program is brought together into a final project.

### *Curriculum*

The curriculum for the MSSAE degree is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT515 | Management that Transforms | 4.5 |
| TECH515 | Technology that Transforms | 4.5 |
| ***Program Core Courses (22.5 credits):*** | | |
| CMSC 509 | Software Methodology | 4.5 |
| CMSC 512 | Computer Architecture | 4.5 |
| DATA 521 | Tackling Big Data Challenges | 4.5 |
| INST 534 | Computer and Information Networking | 4.5 |
| CMSC 580 | System Architecture and Security Design | 4.5 |

***Elective Courses (18 credits):***

A minimum of 4 4.5 credit elective courses, which includes at least one course from Elective Group 1 and one course from Elective Group 2.

| | | |
|---|---|---|
| Group 1 Electives | CMSC 530 | Operating Systems Internals |
| | CMSC 583 | Software Programming Testing and Integration |
| | CMSC 589 | JAVA Programming |
| | MSAE 530 | Cloud and Mobile Computing |
| Group 2 Electives | DATA 523 | Big Data Technologies |
| | INST 518 | Technology and Operations Management |
| | MSAE 550 | Emerging Systems and Technologies |
| | CYBR 501 | Cloud and Security Controls |
| | CYBR 502 | System Defense and Network Security |

Elective Total 18

***Capstone Course (4.5 credits):***

| | | |
|---|---|---|
| CAPS600 | Graduate Capstone | 4.5 |

***Minimum Credits Required for the MSSAE Degree*** **54**

### *Elective Courses*

MSSAE degree students may pursue electives within a specific discipline/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff, which must be requested prior to completion of the capstone course. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of master's program electives based on appropriate prerequisites to meet the career expectations of its students. The majority of master's students are working professionals who are pursuing further education to maintain or advance their position in the global marketplace.

## POST-BACHELOR'S CERTIFICATE PROGRAM

The University offers a post-bachelor's certificate program designed to provide a high quality, practitioner-oriented opportunity for students from around the world. The Organizational Leadership (OL) certificate is offered through the UoNA College of Business and Management.

## ORGANIZATIONAL LEADERSHIP (OL)

### *Overview*

The intent of the Organizational Leadership certificate is to prepare executives to develop and analyze management strategies that can be utilized in private businesses, government agencies, and other professional environments. Managerial leaders who are able to identify and create solutions based on analyses to improve organizational effectiveness that advance operations and systems.

Graduates from a self-selected area who have the tools to improve performance and outcomes by providing leadership within an organization or a department within an organization. Managers with the competencies to lead local, national, and global organizations by clearly presenting and implementing effective strategies and applications.

### *Course/Credit Requirements*

The course/credit requirements for the OL certificate consist of the following:

| Course Type | Course Credits |
|---|---|
| Common Core Courses | 9 Credits (2 Courses) |
| Elective Courses | 18 Credits (4 Courses) |
| Program Total | 27 Credits |

### *Program Objectives*

Of the 6, 4.5 quarter-hour credit courses (27 minimum required credits) to earn the OL certificate, 2 program core courses provide insight to strategic planning and organizational development for a range of organizations, followed by 4 self-selected elective courses with an intra- or inter-departmental area focus.

Together, the six OL courses provide the knowledge and skills that enable graduates to bolster their leadership position. Specifically, the courses in the OL curriculum measure a student's ability to:

1. Apply strategies to lead improved performance within an organization or a department or initiative within an organization, which is demonstrated by successful completion of the projects required in certificate core courses;
2. Create strategic plans and applications for improving specific performance outcomes, which is demonstrated by successful completion of the elective courses;
3. Evaluate ways to improve operational processes, which is demonstrated by successful completion of the elective course deliverables; and
4. Consider solutions for specific organizational and leadership challenges, which are demonstrated by successful completion of the analytical and applied research activities required in the program core and elective courses.

### *Admission Requirements*

Similar to the master's programs, to be accepted to the OL certificate program, applicants are required to have an undergraduate or graduate degree in management of organizations, people, information, or other relevant resources. Requests for transfer credit, advanced standing, or prior professional experience must meet UoNA policies. Detailed admissions criteria are provided in the Admissions Policy and Procedures section of this catalog.

### *Program Length*

It is expected that full-time students will take two courses per term throughout the certificate program. Based on this expectation, the normal program length is 1 academic year or 3 quarters; students are given up to 15 months or 5 quarters to complete the program as long as they are making satisfactory academic progress.

### *Program Sequence*

The program starts with 2 Common Core courses which are designed to acquaint all students with an understanding of leadership in management and its impact on business, government, and nonprofit organizations and to place these concepts in a cross-cultural context.

Students then take a set of 4 self-selected elective courses, which are chosen in consultation with their advisor, that are focused on managerial leadership for specific positions / industries or across disciplines.

### *Curriculum*

The curriculum for the OL certificate is shown below:

| Course # | Course Title | Credit Hours |
|---|---|---|
| ***Common Core Courses (9 credits):*** | | |
| MGMT572 | Strategic Planning and Management | 4.5 |
| MGMT542 | Principles of Global Management | 4.5 |
| | ***Total Common Core*** | ***9.0*** |
| ***Elective Courses (18 credits):*** | | |
| Elective 1 | Student-selected electives may include a concentration in one area or elective courses across more than one area. | 4.5 |
| Elective 2 | | 4.5 |
| Elective 3 | | 4.5 |
| Elective 4 | | 4.5 |
| | ***Total Electives*** | ***18*** |
| | ***Minimum Credits Required for the OL certificate*** | ***27*** |

OL electives may be selected from, but are not limited to, the following areas and examples of courses provided below:

| | | |
|---|---|---|
| Area 1 Electives: Data Analytics | DATA 521 | Tackling Big Data Challenges - Intro to Big Data |
| | DATA 522 | Solving Big Data Problems – Data Analytics |
| | DATA 523 | Big Data Technologies |
| | DATA 524 | Information Visualization |
| | DATA 530 | Demonstrated Solutions with Analytics |
| Area 2 Electives: System & Application Development | CMSC 509 | Software Methodology |
| | CMSC 583 | Software Testing and Integration |
| | CMSC 585 | Object Oriented Programming |
| | CMSC 589 | Java Programming |
| | CMSC 580 | System Architecture and Security Design |
| | MSAE 530 | Cloud and Mobile Computing |
| | MSAE 550 | Emerging Systems and Technologies |
| Area 3 Electives: IT Administration | INST 522 | Database Design and Processing |
| | INST 523 | Database Administration |
| | INST 524 | Big Data and the Enterprise |
| | INST 525 | Business Intelligence and Data Warehousing |
| | INST 569 | Data and System Security |
| | INST 570 | Information Security Ethics and Legal Aspects |
| Area 4 Electives: Business Administration | MGMT 560 | Human Resource Management |
| | MGMT 561 | Organizational Behavior and Ethics |
| | MGMT 573 | Project Management and Performance |
| | MGMT 575 | Managing Project Risk and Quality |
| | MGMT 576 | Teamwork and Project Management |
| | MKTG 571 | Marketing Management |

***Elective Courses***

Certificate program students may pursue electives within a specific discipline/area or from a range of disciplines/areas with approval from the academic department. Students may also pursue electives beyond the required minimum number of elective credits for graduation with approval from academic department staff. All courses must be completed within UoNA satisfactory academic progress criteria as published in the catalog.

The University of North America offers a breadth and depth of program electives based on appropriate prerequisites to meet the career expectations of its students. The certificate program students are professionals who are pursuing further education to maintain or advance their position in the global marketplace.

## ADMISSION PROCEDURES AND POLICIES: MASTER'S AND POST-BACHELOR'S CERTIFICATE PROGRAMS

Overview

The University of North America is a multicultural, multi-program university that places a strong emphasis on service for its students. Admission to UoNA is based on equal opportunity and open access to all interested candidates of diverse backgrounds that are seeking to further improve their education or enhance their professional career.

It is the goal of the University to make as seamless as possible entry into the programs it offers. To this end, admission representatives and University staff work with each applicant to ensure that he/she is 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, gender, disability, or veteran status. The University of North America is guided by the Family Educational Rights and Privacy Act of 1974 (FERPA).

Application Deadlines

Applications are accepted year-round and new students can be admitted for every academic term at the University. Applicants are advised to allow sufficient time for the University to complete its admissions and academic evaluation processes if the applicants desire to begin their studies at UoNA in a specific academic term. Students residing outside of the United States must allow additional time for scheduling and attending required visa interviews with the US Embassies or consulates and should submit materials in a timeframe that incorporates these requirements.

### *Program Admission Requirements*

Applicants are evaluated individually based on their professional experience, academic credentials from accredited institutions, required documents as specified in the catalog, and an admissions interview, which assesses their potential for successfully completing a relevant academic program. To be considered for admission to a master's or post-bachelor's certificate program, all applications must meet the following minimum requirements:

- Completed U.S. bachelor's degree or non-U.S. equivalent in a discipline with adequate academic preparation for the desired master's program of study (minimum credential level).
- Students who have a bachelor's degree but do not have adequate academic preparation for their desired master's degree or certificate program of study or who need to update their academic knowledge may be required to fulfill undergraduate preparatory courses.
- The UoNA academic administrators will work with the applicant to determine the appropriate, required undergraduate preparatory courses prior to acceptance to a master's program.
- Relevant Work Experience, professional experience in relevant industry or government positions. *

* Applicants who are matriculating directly from a relevant bachelor's degree to a master's degree may be granted approval by an academic administrator based on a review of the student's academic merit, volunteer experiences, and other attributes prior to acceptance to the master's program. Also, applicants may request consideration based on career interests.

**Master's Program Admissions Checklist**

To be admitted to a master's degree program, all applicants must submit:

- Completed UoNA Application for Admission form submitted with the $100 Application Fee (one-time, non-refundable) in U.S. currency by electronic payment online.
- An official academic transcript issued by an accredited U.S. institution or a certified copy of international credentials from all institutions which awarded the applicant's bachelor degrees/coursework (minimum credential level) is required *prior* to students starting class.
    - A copy of an unofficial transcript for an earned bachelor's degree from an accredited U.S. institution or documentation of a bachelor's degree from a non-U.S. institution may be submitted for the academic department's acceptance review.
- UoNA Master's Program Education and Career Goals Form.
- Copy of a valid government-issued form of identification, such as a government-issued picture ID, current passport or birth certificate, or Green Card.
- One (1) completed, signed UoNA Recommendation Form from a professional associate or an academic advisor/instructor.

OPTIONAL: Graduate Management Admissions Test (GMAT), Graduate Record Exam (GRE), and English Proficiency test scores are not required for admission; however, an applicant may submit such scores in support of their application.

**Post-bachelor's Certificate Program Admissions Checklist**

To be admitted to a post-bachelor's certificate program, all applicants must submit:

- Completed UoNA Application for Admission form submitted with the $100 Application Fee (one-time, non-refundable) in U.S. currency by electronic payment online.
- An official academic transcript issued by the U.S. institution or a certified copy of international credentials from all institutions which awarded the applicant's bachelor's or master's degrees/coursework is required *prior* to students starting class.
    - A copy of an unofficial transcript for an earned bachelor's or master's degree from an accredited U.S. institution or documentation of a bachelor's degree from a non-U.S. institution may be submitted for the academic department's acceptance review.
- Copy of a valid government-issued form of identification, such as a government-issued picture ID, current passport or birth certificate, or Green Card.
- Resume that demonstrates two years of professional experience in a relevant industry or government position.

Information provided in these application materials will be used by the University to make admissions decisions, verified through official transcripts, and may include reference checks.

## International Applicant Criteria

The University is authorized by SEVP to issue I-20s to international students admitted to one of its academic programs. An I-20 Shipping and Handling Fee will be required to mail the acceptance letter and I-20 documentation to all international applicants.

International applicants who hold an F1 Visa must submit proof of financial ability per SEVP regulations, including original or notarized copies of documents from the last 90 days at the time of application, which include a Financial Affidavit of Support or financial bank/credit statements.

International applicants who are accepted to UoNA and applying for an F1 Visa or are requesting a Change of Status (COS) may defer enrollment for 1 term at no additional fee. Applicants are required to pay a $100 non-refundable fee each term if applying for a deferral for a 2nd, 3rd, or 4th time. Deferrals cannot be requested for greater than 4 terms. After 4 terms, a new application must be submitted.

## International Credentials

Transcripts sent from any school, college, or university that is recorded in a language other than English must be accompanied by a certified translation. All documents must be originals or certified copies. If an applicant requests the international transcripts be reviewed for determining eligible transfer credit, the transcripts must be reviewed by an approved educational credential evaluation agency—AACRAO International Education Services (prior to 2016), or a member of the Association of International Evaluators (AICE) or National Association of Credential Evaluation Services to confirm equivalency to a degree from an accredited U.S. institution.

## English Language Proficiency Policy

All international students are admitted to UoNA based on their potential to successfully complete their selected program. All accepted students whose native language is not English **must fulfill one** of the following requirements:

- Take the Pearson English Level Test (PTE) on arrival to UoNA prior to registering for courses.
    - If a score of **greater than or equal to** ≥ 45 is achieved, the student may proceed directly into their selected degree program courses.
    - If a score of **less than** < 45 is achieved, the student will be required to transfer to the ESOL certificate program, and allowed to enter a degree program after the student has demonstrated adequate English proficiency by achieving a scores of ≥ 45. The PTE is administrated at the end of each ESOL course.
- OR during the admissions process, an applicant ***may*** have elected to provide one of the following documents that fulfills the UoNA English proficiency requirement:
    - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
    - Verification from a non-U.S. post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
    - Acceptable test score from an English proficiency test that is recognized by UoNA:

| TEST | TOEFL-IBT | TOEFL Computer Based | TOEFL Paper Based | iTEP | IELTS | PTE |
|---|---|---|---|---|---|---|
| Acceptable Score | ≥ 57 | ≥ 189 | ≥ 500 | ≥ 3.5 | ≥ 5.5 | ≥ 45 |

### Admission Procedure

All applicants are required to complete an interview with an admission representative or a designated recruiting agency; a second interview *may* be required with a member of the academic department.

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

When the admissions review process is complete, an acceptance or declination by academic department staff will be determined. All applicants will be notified of the decision electronically at the email address provided by the applicant.

Accepted applicants are requested to acknowledge his/her decision to attend the University. Upon acknowledgement of acceptance to the University, the student will be assigned an academic advisor and be requested to schedule an advising session following orientation but within their first quarter of study. During this advising session, the student will receive further guidance on program electives, registration processes, school policies, and the applied learning approach.

#### *Documentation Requirement of Bachelor's Degree*

Applicants who submit an unofficial transcript from a U.S. institution or an uncertified copy of a non-U.S. bachelor's degree at the time of admission may be accepted; however, all students are required to have submitted an official transcript or certified non-U.S. degree ***prior*** to their first-class session.

## *Program Policies and Regulations*

#### *Program and Course Prerequisite Policy*

Course and program prerequisites courses are designed to ensure that students registered for a program can acquire a required minimum background for their selected area of study and that they can gain sufficient knowledge of the course content. This background may be obtained through courses equivalent to the listed prerequisites or through other educational and professional experiences. In such cases, students should consult the academic department for advice and guidance. Undergraduate preparatory courses may be taken that will provide such students the ability to acquire the skills and knowledge needed to participate in the appropriate and desired programs of study.

#### *Course Substitutions*

Students may receive approval to substitute an elective course for a required master's program core or required-elective course if the student has requisite knowledge of the content of the course being replaced or if the election is based on a student's career interest. A **maximum** of 9 credits may be approved for substitution of a master's program core courses. Selection of all courses, including electives and substitution courses, will be reviewed during a student's academic advising sessions and considered based on the individual student's education and future career goals and UoNA policies.

### *Master's Degree and Post Bachelor's Certificate Transfer of Credit Policies*

A **minimum** of 58 percent, 31.5 credits (6 courses and the capstone course) of the total required master's degree program 54 quarter-hour credits must be completed at UoNA; the remaining 22.5 credit **maximum** (5 courses) *may* be requested to be earned through a combination of transfer credits, military transfer, advanced standing, or professional work experience that meet the requirements defined by UoNA as published in the catalog. No greater than 30 percent of the combined transfer credits may be awarded for professional work experience. Transfer credits or other experiences may not be submitted for any master's program capstone course. A capstone course must be taken at UoNA as part of each master's degree program.

A **minimum** of 33 percent, 9 credits (2 courses) of the total required post-bachelor's certificate program 27 quarter-hour credits must be completed at UoNA; the remaining 18 credit **maximum** (4 courses) *may* be requested to be earned through a combination of transfer credits, military transfer, advanced standing, or professional work experience that meet the requirements defined by UoNA as published in the catalog. No greater than 30 percent of the combined transfer credits may be awarded for professional work experience.

Students must submit their requests for transfer of credit, advanced standing, and supporting rationale for professional work experience credit to an academic administrator no later than within the third quarter of enrollment in their master's program, and at the end of the first quarter of enrollment in their post bachelor's certificate program. Within two weeks of their submission, a meeting will be scheduled with the program administration to determine the validity of the request, approval for submission, and a deadline for submitting additional documentation, if applicable. No requests will be considered that have not been qualified before the end of the third quarter of the student's master program or first quarter of a post-bachelor's certificate program.

## CREDIT TRANSFER FROM OTHER INSTITUTIONS

To receive transfer credit for a course taken at another institution, the following criteria must be met:

- The student must have taken the course for graduate credit as part of a degree from an accredited US institution or from a non-US institution that has been evaluated by an approved external evaluator to determine equivalency;
- The course taken was equivalent to the University of North America common or program core course content or comparable elective course, level, and credit hours; and
- The student earned at least a grade of "B" (courses taken on a pass/fail basis may not be eligible for transfer).

There is **no fee to apply for credit transfer from other institutions**. The determination made by the academic department is final; no resubmissions will be accepted.

## MILITARY TRANSFER

College credit for military service will be considered and may be awarded on review of a military transcript. Courses listed on the transcript will be matched to comparable UoNA master's courses. Military transcripts to document American Council on Education (ACE) recommended college credit for US military training and occupational experience can be requested from the Joint Service Transcript (JST). A student may order his/her official JST electronically when they are accepted to UoNA. Credits may be applied toward appropriate core/elective courses.

There is **no fee to apply for military transfer**. The determination made by the academic department is final; no resubmissions will be accepted.

## ADVANCED PLACEMENT

Credit may be awarded for competency in a UoNA technical course's objectives that is demonstrated through achieving a score of 80% or higher on an advanced placement test. Students must request and arrange to complete the written and lab (if applicable) section of each test to a UoNA academic administrator. The test must be successfully completed ***before*** the beginning of the quarter in which the course will be required / selected. **Not** all technical courses have advanced placement tests. Advanced Placement Tests may only be taken once; initial scores are final and may not be disputed. Credits may be applied toward appropriate core/elective courses.

There is a **$100 non-refundable fee to apply for and complete an advanced placement test**. A score of 80% or higher must be achieved on the first attempt. No re-testing is allowed. If a score of less than 80% is achieved the student will be required to take the course to receive credit.

## PROFESSIONAL EXPERIENCE CREDIT EQUIVALENCY

Professional experience credit equivalency may be requested by master's program students. The student must submit the required forms and documentation to an academic administrator prior to the start of the quarter in which the class is required/elected to be taken. Forms and policies are available by request from academic staff.

Once the student has completed and submitted all of the required documentation, an academic administrator, with the assistance of faculty from the respective department for which credit-equivalency is being requested, will evaluate the request. A complete packet must be submitted for requests of professional experiences to be considered for evaluation. Experiences, including professional certification courses, considered for equivalency must be at the level of rigor and complexity associated with master's program courses, and earned through either a professional certification program or during employment within the past 10 years at a U.S. organization for a minimum of 1 year, or a combination of these and other documented professional activities. Carefully review the entire policy and required documentation before considering applying for professional experience credit equivalency.

The determination of whether the Professional Work Experience (PWE) packet fulfills the course requirements and grants credit equivalency will be made when the complete packet is submitted within the deadline assigned by the academic administrator. Credits may be applied toward appropriate core/elective courses.

There is a **$200 non-refundable fee to submit each PWE packet for review** by academic department administrators. The $200 fee does not apply to PWE certifications from institutions that have an approved articulation agreement with UoNA for specific courses or blocks of courses. All determinations are final; no resubmissions will be accepted.

### *Credit Transfer to Other Institutions*

Students and graduates should note that, regardless of the institutions involved, when seeking to transfer credits from one institution to another institution, the receiving institution has full discretion as to which credits are transferable. Students are advised to contact the institution to which they intend to transfer as to the transferability of specific courses and programs. The University of North America does not imply or guarantee that credits may be transferable.

### *Dually Applied Credits*

Students seeking consecutive degrees from UoNA may have appropriate courses from the initial degree earned at UoNA transferred to an additional degree, provided the degrees are at the same credential level, and the course grade is a C or higher. Capstone course credits may not be transferred from one UoNA degree to an additional degree, a capstone course must be completed for each master's program.

### *Graduation Requirements*

To be considered a program graduate, a student must:

- Complete the minimum number of total credit hours and satisfy all required course credits for their chosen degree or diploma program.
- Achieve the minimum CGPA designated for their chosen program.

To fulfill UoNA graduate status requirements, a student must pay all tuition and fees and fulfill all other administrative obligations to the University of North America, including completing the Graduation form.

### *Graduation Process and Time Limits for Completion*

In the academic term following a student's last course, the Academic Department certifies that the student has completed all requirements for graduation. Once certified, verification of student status on financial obligations is completed by the Finance Department. Upon clearance, a diploma indicating the degree is issued.

Students enrolled in the master's degree programs are expected to complete their programs in 2 years. They are given up to 3 years from the date of initial enrollment to complete degree requirements and/or the option to complete additional electives beyond the required electives. Students may petition the academic department to receive an extension that is within the SAP requirements as specified in the catalog.

Students enrolled in the post-bachelor's degree programs are expected to complete their programs in 1 year. They are given up to 1.5 years from the date of initial enrollment to complete degree requirements and/or the option to complete additional electives beyond the required electives. Students may petition the academic department to receive an extension that is within the SAP requirements as specified in the catalog.

Satisfactory academic progress (SAP) is managed by designated financial aid and academic staff, who are responsible for monitoring the academic progress of all enrolled students toward completion of a certificate, diploma, or degree program regardless of credential level. University policies are aligned with current US ED regulations for monitoring if a student is making SAP toward completing a graduate program and are consistently followed for all enrolled students regardless if any type of financial aid was requested or received by the student.

### *Transcript Requests*

Transcripts are issued by the academic or operational administrators upon receipt of the online Transcript Request Form along with fee payment. Transcripts or a diploma will not be issued to any student who has an outstanding financial obligation to the University.

# MASTER'S AND POST-BACHELOR'S CERTIFICATE PROGRAM COURSE DESCRIPTIONS

### *Graduate Course Prefix Abbreviation*

| | | | |
|---|---|---|---|
| ACCT | Accounting | FINS | Finance |
| CAPS | Capstone | INST | Information Systems |
| CMSC | Computer Science | MCYS | Management of Cyber Security |
| CYBR | Cyber Security | MGMT | Management |
| DATA | Data - Theory & Applications | MKTG | Marketing |
| ECON | Economics | MSAE | System and Application Engineering |
| EITE | Educational/Instructional Technology | QANT | Quantitative Studies |
| | | TECH | Technology |

All course codes are preceded by four-character abbreviations that are used to represent the area of study. These areas of study abbreviations are followed by three numbers that are used to qualify the level of study. All UoNA Master's level courses are within the range of 500 – 599, except the CAPSTONE course which is identified as 600.

### *Prerequisites*

Prerequisites denote the courses that must have been completed in previous quarters before taking certain courses that require requisite knowledge. No prerequisite course is required unless it is specified in the individual course description below.

### *Common Core Courses*

The two *Master's Degree Common Core Courses, MGMT515 and TECH 515*, are a program sequence requirement for all master's students to be taken in a student's first quarter of study before the student begins his/her declared program core courses. A master's student may request the Director of Education waive the common core sequence requirement and allow him/her to take elective courses in his/her first quarter of study. The director's decision whether to waive the requirement is based on individual student circumstances and is final.

**MGMT 515 Management that Transforms 4.5 credit hours**

In this course, students explore the differences between managers and leaders, utilizing a framework for understanding issues involved in both managing and being managed. Students will be introduced to the process of decision-making in a variety of business contexts, and develop skills related to managing groups and teams in a changing, global environment.

**TECH 515 Technology that Transforms 4.5 credit hours**

In this course, students will analyze the need for managers to understand and manage technology to successfully compete in an increasingly sophisticated business environment. Students will explore the evolution of technology, the integration of technology into the organization, and the systems that support business intelligence. Other topics to be discussed include the use of technology in streamlining business operations, innovations in supporting business strategies and the role technology plays in the transformation of organizations.

***Program/Core Courses***

Each master's degree curriculum has five required program core courses that are listed on each program's curriculum section pages in the catalog. The core courses across all programs are listed in alphabetical order below.

**ACCT 520 Accounting for Decision Making 4.5 credit hours**
In this course, students will gain an understanding of the principles and analytical techniques relating to corporate financial management. Students will develop, interpret, and apply accounting information used in effective managerial decision making. In addition, students will be exposed to reporting and analysis requirements related to inventory, fraud, internal control and cash, receivables, long-live assets, and liabilities.

**CMSC 501 Structure of Programming Languages 4.5 credit hours**
In this course, students will develop 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 512 Computer Architecture 4.5 credit hours**
In this course, students are introduced to fundamentals of computer architecture and analyze efficiencies associated with computer hardware, systems software, CPU architecture, and memory hierarchies and data concepts. Through an in depth, non-engineering study of the inner workings of modern computer systems, students will gain insight into the organization and structure of computing systems.

**CMSC 530 Operating Systems Internals 4.5 credit hours**
In this course, students will explore the internal operation of modern computing systems and develop an understanding of Software I/O buffering and concurrent processes, including mutual exclusion, synchronization, deadlock, processor scheduling, memory management, and resource control, Hoare's monitors and file systems. Students will analyze the operating system kernel and its relationship with network and application development.

**CMSC 580 System Architecture and Security Design 4.5 Credit Hours**
This course presents students with system architecture and enterprise architecture design, and its implementation. Students will examine and apply basic skills required for architectural design for data systems, application systems, technology systems, and for enterprise security. System integration and security implementation, which are the foundation for cybersecurity management, are also investigated.

**ECON 520 Managerial Economics 4.5 credit hours**
In this course, students develop an understanding of the application of economic theory to managerial decision-making. Students will apply economic tools and techniques to analyze business problems and formulate solutions from both normative and positive perspectives. Students will learn to factor in variables from other social disciplines that affect the process of economic decision-making. Students will investigate present economic problems that impact local and international markets and explore currents of economic thought and strategies currently evolving to address them.

**EITE 510 Principles of Learning/Teaching Strategies and Methods 4.5 credit hours**
In this course, students will review the principles of teaching methods and strategies that motivate learning. Students will investigate, interpret, and apply techniques used in effective classroom knowledge acquisition and management decision making. A range of approaches and their effectiveness will be explored, including individual student and group techniques and instructor-driven methods.

**EITE 520 Transformational Education/Instruction 4.5 credit hours**
This course builds an understanding of innovative practices that transform instruction by utilizing learner-centered practices and technology in a range of educational environments. Applications of available digital tools and media for various levels of learners are examined. The impact of the integration of innovative practices with current methods is explored.

**EITE 530 Contemporary Classroom Approaches 4.5 credit hours**
In this course, students demonstrate the application of contemporary classroom theory to knowledge management decision making. Modern tools and techniques, including learner-centered and digital resources, to address a range of challenges and formulate solutions are presented. Students will investigate and evaluate best practices for various classroom settings.

**EITE 540 Integrating Technology in the Classroom 4.5 credit hours**
Students will develop an understanding of how to integrate technology in specific classrooms and learning environments. Applications and techniques to motivate learners and to collect, measure, and analyze learner outcomes are investigated. Students will explore practical methods to engage learners who are immersed in a technology- and media-driven society.

**EITE 550 Ethical Considerations for Educational / Instructional Technologies 4.5 credit hours**
This course emphasizes the impact of technology on the values and behaviors of learners and teachers. The accountability and responsibility of digital users in learning / teaching contexts are considered. Students explore the effect of technology on interactions with others in and outside of the classroom, including online environments, and ways to promote ethical behaviors.

**FINS 520 Finance for Decision Making 4.5 credit hours**
In this course, students will develop an understanding of essential concepts in finance and apply them to decision-making. Students will explore how to link together strategic decision-making concepts with day-to-day management decisions. The course provides a practical approach as students examine risks and returns within organizations and in capital markets, budgeting and cost management, and investments for short- and long-term goals. Topics include key areas required to build and grow a fiscally healthy organization.

**INST 534 Computer and Information Networking 4.5 credit hours**
In this course, students embark on a systematic examination of computer networking, including an overview of the history and development of computer networks, network topologies, analog and digital transmission, switching multiplexing, and protocols and algorithms. Students will review transmission media including connection management, flow control, and buffering.

**INST 569 Data and System Security 4.5 credit hours**
In this course, students examine the basic principles of data and information system security in the business enterprise. Students will explore topics such as identification, confidentiality, authentication, and integrity. Students will also focus on risk management including intrusion detection and mitigation. In addition, students will evaluate issues of organizational security and the attendant policy, legal, and ethical concerns.

**INST 574 Management Information Systems 4.5 credit hours**
In this course, students gain an overview of information systems in the business world. Students will study hardware; software; databases; telecommunication systems; the development and strategic use of information systems; and the social, legal, and ethical issues involved with information systems.

**MKTG 571 Marketing Management 4.5 credit hours**
In this course, students will develop an understanding of the marketing resources, activities and personnel required to identify customer requirements for products and services. Students will analyze marketing opportunities through new product or service development, strategic planning, electronic commerce, product strategies, and product mix. Students will also examine the relationship of marketing to overall organization planning.

**QANT 510 Statistics for Decision Making 4.5 credit hours**
*Prerequisites: MGMT 515 and TECH 515*. This course provides an introduction to the fundamentals of statistics and quantitative methods for decision making. Students will be given an overview of the basic elements of statistics including measurement, error, sampling and analysis, and will learn how to detect unreliable statements backed by faulty statistical methods. Students will apply their knowledge of statistics to various areas of business decision making and management including creating surveys and applying statistics to marketing, forecasting, and quality management

**TECH 540 Database Management Systems 4.5 credit hours**
In this course, students will be introduced to the fundamental concepts of database management including aspects of database design, languages, and implementation. Students will explore topics such as relational databases, database design, data storage and querying, transaction management, and system architecture. Students will also be given a brief overview of data warehousing, data mining and information retrieval.

**TECH 580 Technology in the Business Enterprise 4.5 credit hours**
In this course, students will investigate the value and uses of information systems and technology for business operations, management decision making, and strategic operations. Students will assess how managers can utilize information systems to facilitate planning, operations, and growth. Students will explore the role that technology currently plays and will increasingly play in enterprise operations.

**TECH 581 Electronic Business Systems 4.5 credit hours**
In this course, students will be introduced to electronic commerce applications in accounting, finance, information systems, computer science, and engineering. Students will examine electronic commerce from a global perspective in order to gain an understanding of applications of electronic commerce.

### *Elective Courses*

Each master's degree curriculum has four elective courses that are listed on each program's curriculum section pages in the catalog. Prerequisites as indicated for specific courses must be completed prior to taking an elective course that requires requisite knowledge. Master's program students have the option to take a core course from a program in which they are not enrolled as an elective ***if*** prerequisites are met. The elective courses across all programs are listed in alphabetical order below.

**ACCT 521 Advanced Accounting 4.5 credit hours**
*Prerequisite: ACCT520.* 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 522 Principles of Taxation 4.5 credit hours**
This course introduces basic concepts of federal income taxation that are common to all types of taxpayers (i.e., individuals, corporations, and flow-through entities). Topics to be covered include tax policy objectives, tax accounting methods that affect the timing of income and expense recognition, concepts of gross income and trade or business expenses, income character, and tax issues associated with various property transactions.

**ACCT 523 Auditing 4.5 credit hours**
*Prerequisite: ACCT520.* In this course, students examine auditing methodology through a study of auditing standards including the nature of evidence, program planning, work papers, internal control evaluation, types of audit tests, the audit process, audit reports and the auditor's role in ensuring that publicly issued financial statements are fairly presented.

**ACCT 524 International Accounting 4.5 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.

**CMSC 509 Software Methodology 4.5 credit hours**
In this course, students are introduced to the Software Development Life Cycle (SDLC) and the processes related to requirements, analysis, and design. Through class projects, students will apply these principles and analyze real-world needs for business-based applications.

**CMSC 583 Software Testing and Integration 4.5 credit hours**
*Prerequisite: CMSC 509.* In this course, students will explore the role of testing within the software development lifecycle. This includes the development and implementation of test plans, as well as the delivery and integration of real-world software solutions. In addition, students will survey state-of-the-art software testing tools including record management tools, user input simulation and load tools.

**CMSC 585 Object Oriented Programming 4.5 credit hours**
In this course, students will explore the use of modeling support tools and the use of supporting diagrams as they relate to object-oriented analysis and design methods. Students will work through sample 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 4.5 credit hours**
In this course, students advance their utilization of Java programming language; including topics such as memory allocation and the manipulation of variables, objects, and classes. Students will also examine the use of static and dynamic data structures, as well as basic sorting and conditional branching and looping in Java.

**CMSC 580 System Architecture and Security Design 4.5 credit hours**
This course presents students with system architecture and enterprise architecture design, and its implementation. Students will examine and apply basic skills required for architectural design for data systems, application systems, technology systems, and for enterprise security. System integration and security implementation, which are the foundation for cybersecurity management, are also investigated.

**CYBR 501 Cloud and Security Controls 4.5 credit hours**
In this course, students investigate cloud computing, which represents a real paradigm shift in the way in which systems are deployed. Students will examine the massive scale of cloud computing systems that were enabled by the popularization of the internet and growth of large service companies. Topics and applications are focused on how cloud computing made the long-held dream of utility computing possible with a pay-as-you-go, infinitely scalable, universally available system and security control. Students also explore how cloud computing continues to revolutionize modern technology.

**CYBR 502 System Defense and Network Security 4.5 credit hours**
In this course, a variety of system defense technologies and approaches will be presented. Comprehensive concepts and mechanisms of network security will be introduced, including network monitoring and administration, authentication, intrusion detection, internet cryptography, Hash algorithms, and a variety of network security standards and protocols. Weekly lectures are followed by required step-by-step applications of practical hardware, software, network, and internet security configurations. Analyses of contemporary case studies relevant to the theory and applications presented are utilized to reinforce professional competencies.

**CYBR 550 Cybersecurity Range Lab Simulations and Training 4.5 credit hours**
This course uses the Cybersecurity Range Lab Platform to provide students the theory and hands-on exercises for a varieties of cybersecurity threats and responding techniques and tools. Topics and exercises include operating and configuring leading network security tools, testing network security to discover vulnerabilities and harden infrastructure, ethical hacking, forensic investigations of cybercrimes, and incident response performance. The real-world simulation training equips students with strong experiences to perform under pressure in corporate and government cyber network environments.

**DATA 521 Tackling Big Data Challenges - Intro to Big Data 4.5 Credit Hours**
In this course, students will be introduced to the essential concepts of Big Data, explore big data and its implications in solving business problems, the life cycle of data analytics, and how to translate business issues and hypotheses into analytical problem statements. Students will examine technologies commonly used to obtain, munge, and prepare data sets, and insights into how technology transitions in software, hardware, and delivery models are changing the way data can be used. Students will review the concepts of data warehousing, data mining, and information retrieval.

**DATA 522 Solving Big Data Problems – Data Analytics 4.5 Credit Hours**
*Prerequisite: DATA521.* In this course, students will learn the analytical aspects of solving problems involving large data sets and gain an appreciation of the fundamentals of Data Science. The course will cover topics in statistical modeling, parallel processing and machine learning and applications of graph theory to problems involving large sets.

**DATA 523 Big Data Technologies 4.5 Credit Hours**
*Prerequisite: DATA521*. In this course, students will explore various technical aspects involved when solving big data problems, challenges posed by the ability to scale, and the constraints of today's computing platforms and algorithms. This course provides general knowledge of the technologies used in big data solutions. Students will review the Hadoop ecosystem, and how to implement big data architecture stack and load large sets, and apply algorithms using software code to define analytical problem statements.

**DATA 524 Information Visualization 4.5 Credit Hours**
In this course, students will examine the essentials of information display and the role of information visualization when addressing big data problems. Through case studies and projects, students will go through the life cycle of data analytics used to solve problems by employing current versions of visualization tools, including but not limited to, D3, Splunk or Zeppelin, MicroStrategy, Tableau, and Microsoft Power BI.

**DATA 526 Advanced Analytics and Modeling 4.5 credit hours**
*Prerequisites: DATA 524 and QANT 510*. In this course, data sets, algorithms, techniques and formats to generate predictions, solve problems, and make business decisions are presented. Students will be assigned advanced practice exercises that model the analytic life cycle. Approaches to visual analytics are explored and geospatial data techniques are introduced. Students will apply analytic skills to current organizational problems including analytic solution scoring and project management techniques.

**DATA 530 Demonstrated Solutions with Analytics 4.5 credit hours**
*Prerequisite: QANT 510*. In this course, students will explore data analytics lifecycles, which include data and analytic lifecycles that begin with identifying the objective, goal, and/or problem. Next, students will investigate data quality for the determinant factor in value, applicability of the analytic method, usability of the resulting recommendations, and course of action. Applications of where the data came from, data quality, and how the data work together from different data sources before creating solutions will be assigned to reinforce students' competency.

**DATA 540 Deterministic Optimization Models 4.5 credit hours**
*Prerequisite: QANT 510*. Students will investigate optimization models, theory, and algorithms, and will be introduced to a broad scope of key representative models and algorithms. Topics will be closely linked to modern statistical methods, including network analysis, quantile regression, and high-dimensional statistics. Students will be required to program as well as utilize software for optimization formulation and solutions.

**ECON 540 Global Markets and Competitive Positioning 4.5 credit hours**
In this course, students will explore the emergence, evolution, and current state of the global economy, with an emphasis on the driving forces behind global markets. Students will examine the legal, ethical, and economic issues of international trade, and the effects of various policies enacted by different governments that affect multi-national organizations. Students will consider the strategies and policies employed by governments, multinational and regulatory institutions, and other entities to achieve their objectives in a globalized economy.

**EITE 505 Adaptive Teaching and Learning Approaches 4.5 credit hours**
*Prerequisite or Concurrent: EITE 510*. In this course, students examine contemporary active-learning/learner-centered approaches versus traditional passive learning/instructor-centered methodologies. The advantages and disadvantages of instructor- and student-driven strategies are reviewed. The influence of technology and adaptive learning on developing a balanced strategy is assessed within several educational contexts.

**EITE 515 Tools for Digital-Age Learning Strategies 4.5 credit hours**
*Prerequisite: EITE 530*. A variety of tools, applications, and other technologies are introduced, which support digital-age learners. The availability and feasibility, including an emphasis on cost and budget restrictions, of utilizing such tools are analyzed. In addition, students consider the impact on instructor training and continuing education to effectively integrate the tools and applications in their classrooms.

**EITE 525 Data-Driven Instruction for Individualized Learning 4.5 credit hours**
This course focuses on data-driven instruction that is based on the continuous loop of introducing new and deeper content and assessing individual learner outcomes. Technologies that support compiling data and the analysis of information within this loop are examined. Students will evaluate the similarities and differences of data-driven instruction versus traditional approaches and the impact of each method.

**EITE 535 Outcome-Based Instructional Applications 4.5 credit hours**
*Prerequisite: EITE 530*. Students will be introduced to the differences among standards, outcomes, and competencies, and their progression with an emphasis on outcome-based strategies. Topics include developing frameworks for competencies to outcomes and aligning standards with competencies and then outcomes. Students will examine and then create outcome-based methods utilizing modern classroom management approaches that are supported by technology.

**EITE 545 Active Learning in the Collaborative Classroom 4.5 credit hours**
*Prerequisite: EITE 530*. Students will investigate active learning and technology tools used to provide collaborative approaches between learners and instructors, and among learners. Topics include individual and group approaches, assessment of learner outcomes, and related techniques for applying recently acquired knowledge while building content and strengthening mastery.

**EITE 555 Strategies for Adapting System-Wide Technologies 4.5 credit hours**
*Prerequisite: EITE 520*. Students are introduced to the key elements for developing a plan to implement uses of technologies in educational systems for learning and the assessment of learning. Plans to address individual stakeholders and departmental challenges are examined. Through analyses of the usefulness of applications and digital resources in a range of contexts, students will be prepared to initiate and implement the adoption of technologies to advance the effectiveness and efficiency of educational systems.

**FINS 530 Financial Data / Statistics Management 4.5 credit hours**
*Prerequisite: QANT 510*. Students will investigate decision making and technology tools used to manage financial data/statistics and their applications. Research topics include qualitative and quantitative approaches, validity and reliability testing, and related practices for financial analyses and reporting.

**FINS 540 Investment Portfolio Management 4.5 credit hours**
*Prerequisite: FINS 520*. Students will review principles of investment used to develop financial plans for individuals and businesses. Through analyses of financial forecasting in a dynamic environment, students will be prepared to create limited risk solutions. They will also examine accountability of financial managers to their clients in a range of markets, including volatile markets.

**FINS 550 Case Studies in Financial Analysis and Reporting 4.5 credit hours**
*Prerequisite: FINS 520*. Students will examine contemporary case studies in which financial solutions were developed for private and public companies to exemplary corporate and government organizations. They will analyze the effectiveness of the solutions and work in teams to evaluate simulated outcomes created by changing several key variables, including non-financial factors.

**INST 518 Technology and Operations Management 4.5 credit hours**
In this course, students increase their perspective of the technical link between information systems and business operations. Students will examine management issues including managing productivity, production planning, forecasting, and scheduling, inventory management including just-in time systems, and overall project management.

**INST 522 Database Design and Processing 4.5 credit hours**
In this course, students gain a solid understanding of database system concepts and architecture; data models, schema, and instances; data independence and database language and interface; data definition languages; and overall database structures. Students will explore relational data model concepts, integrity constraints, data manipulation, functional dependencies, transaction processing concepts and concurrency control techniques.

**INST 523 Database Administration 4.5 credit hours**
*Prerequisite: INST522*. In this course, students will be introduced to a broad range of topics related to administering databases. Students will explore database concepts such as data modeling; database design and creation; database performance and tuning; and database maintenance, backup, restoration, and recovery. Students will also examine the role and responsibilities of the database administrator, including the use of various DBA tools. Students will study programming in SQL, and Oracle database solutions will be employed to demonstrate concepts and for student exercises.

**INST 524 Big Data and the Enterprise 4.5 credit hours**
In this course, students will explore big data and its implications in solving business problems. Students will be exposed to IBM analytic tools used for unlocking big data and examining it at rest and in motion. Lastly, students will evaluate requirements for governance and integration of big data in the enterprise.

**INST 525 Business Intelligence and Data Warehousing 4.5 credit hours**
*Prerequisite: INST522.* In this course, students will gain an overview of data warehousing and business intelligence, including the role of data in an organization, and the need for developing a data warehouse and business intelligence strategy. Students will explore topics such as components of data warehouse architecture, enterprise data models, data governance, data marts, and data quality. Topics include components and different alternatives involved in building a data warehouse, and how to weigh the advantages and disadvantages in choosing one option over another.

**INST 540 Principles of Information Security 4.5 credit hours**
In this course, students explore the domains of information security as established by the (ISC International Information System Security Certification Consortium) Common Body of Knowledge (CBK). Students will use the domains of CBK as a framework to critically analyze security awareness issues and evaluate best practices in implementing security systems within the enterprise.

**INST 541 Information Security Policy 4.5 credit hours**
In this course, students examine the role of security policies, standards, and procedures in addressing business and technical risks. Students evaluate the importance of information assurance policies and deployment plans as part of the comprehensive strategic plan and operational objectives of the enterprise.

**INST 542 Information Security Risk and Vulnerability Assessment 4.5 credit hours**
*Prerequisite: INST540 or INST541.* In this course, students research leading tools, technologies and methodologies used in identifying, prioritizing, and mitigating information system threats and vulnerabilities; identify and evaluate security controls; and formulate risk mitigation strategies.

**INST 543 Forensics and Incident Response 4.5 credit hours**
*Prerequisite: INST540 INST541.* In this course, students identify and analyze the nature of security incidents, methods of discovery and forensic evaluation, the source of potential threats, and approaches used in incident management and mitigation. Students analyze the technical and business issues which affect the actions of an enterprise in responding to a security incident.

**INST 560 Internet of Things 4.5 credit hours**
This course introduces the concept of Internet of Things (IoT), and its daily impact on our lives. IoT describes the connection of devices to the internet using embedded software and sensors, to communicate, collect, and exchange data between devices and the internet. As IoT connects more devices, machines, and humans, there are many opportunities as well as some significant risks and challenges including security, privacy, ethical, legal, technical, and standardization issues, and scalability. The primary focus of this course is on basic theory and technical concepts, marketing, and the future of loT.

**INST 570 Information Security Ethics and Legal Aspects 4.5 Credit Hours**
In this course, students will examine the ethical principles, issues, and responsibilities associated with information systems security, cyber warfare, and ethical hacking. This course introduces students to many laws and regulations, and compliance programs that have direct impact on information security practices, including GLBA, FERPA, HIPAA, FISMA, and PCI-DSS, SOX, FedRAMP, which will enable them to comprehend both individual and corporate responsibilities.

**MGMT 541 International Business 4.5 credit hours**
In this course, students examine international commerce, trade, and business, and the impact of worldwide cultural and economic influences. Students will assess a range of business structures and legal systems, and examine major world trade agreements, including The World Trade Organization (WTO), The European Union (EU), and The North American Free Trade Agreement (NAFTA). Students will evaluate various 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.

**MGMT 542 Principles of Global Management 4.5 credit hours**
In this course, students investigate the global environment facing all organizations today. A major focus is on the pervasiveness of globalization and its impacts on all aspects of a business. Students will explore 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.

**MGMT 560 Human Resource Management 4.5 credit hours**
In this course, students will explore the nature and management of human behavior in organizations through an assessment of the principles, policies, and practices related to procurement, development, maintenance, and utilization of this resource. Students will evaluate the need to integrate employee and organizational goals, including intercultural and international aspects of human resource management for diverse populations in the workforce.

**MGMT 561 Organizational Behavior and Ethics 4.5 credit hours**
This course addresses the crucial issue of ethics in business. Students explore the concepts of ethics and social responsibility in the context of many stakeholders involved in business today. Topics include responsibilities of a business organization and the constituencies to which it is responsible. Students will explore the US legal environment and ethical issues, with a focus on major legislative initiatives such as the Americans with Disability Act (ADA), The Family and Medical Leave Act, and civil rights laws. Students will also review US regulatory agencies such as FDA and OSHA, and their impact on employer and workplace responsibilities.

**MGMT 572 Strategic Planning and Management 4.5 credit hours**
In this course, students investigate the tools of planning and operational management, with an emphasis on the use of technology to facilitate strategic thinking. Students will explore the development, implementation, and evaluation of plans to address the long-term needs of the organization. Of special focus will be the nature of strategic leadership and leaders, including their development and support.

**MGMT 573 Project Management and Performance 4.5 credit hours**
In this course, students will be introduced to the use of project management technology to accomplish organizational objectives. Students will explore project selection, organization, planning, budgeting, scheduling, management, control, and termination. There is a particular focus on the role of conflict and negotiation in successful project operation. Students will use project management software in their work.

**MGMT 574 Project Performance Management 4.5 credit hours**
In this course, students will gain an understanding of the role projects play within an organization, and how organizational strategy and the desire for performance improvement drive the creation of projects. Students will explore the functions of project management including managing scope, project organization, quality, cost, time,and risk. Students will examine the stages of the project life cycle and how to manage project start-up, execution and control, and close out.

**MGMT 575 Managing Project Risk and Quality 4.5 credit hours**
*Prerequisite: MGMT573.* In this course, students will gain an overview on how to achieve high quality on a project while minimizing risk. Students will develop an understanding of what constitutes good quality in the context of projects. Students will explore project requirements, how to manage customer expectations and satisfaction, and how to ensure that the product meets the specifications, solves the problem, and satisfies the customer. Students will learn how to identify, assess, prioritize, analyze, and reduce and control risks, and will develop a risk management plan.

**MGMT 576 Teamwork and Project Management 4.5 credit hours**
In this course, students will improve their understanding of the dynamics of team development and interpersonal problem solving. Students will learn to frame the project and team, identify the appropriate project management approach, and develop strategies for accelerating the development of true team effectiveness. Students will gain an understanding of the key technical competencies of project management, as well as the critical dimensions of project scope, time, and cost management. Students will explore a variety of best practices including anticipating, preventing, and overcoming barriers to project success.

**MSAE 530 Cloud and Mobile Computing 4.5 Credit Hours**
In this course students will examine the basic architecture of cloud and mobile computing, as well as the business and technical models that support cloud and mobile computing deployment. Students will investigate the issues and practices that are associated with mobile cloud computing, as well as their applications in the green environment, sensor industry, and artificial intelligence (AI) development. Topics will also include development and practice in security, privacy, trust, and social areas relevant to mobile cloud computing.

**MSAE 550 Emerging Systems and Technologies 4.5 Credit Hours**
This course will provide students with a broad view of the latest developments and advances in the information technology (IT) industry. Current advanced topics include big data analytics and algorithms, new development in artificial intelligence (AI), deep learning, drone development, general purpose GPU development, and block chain technology based on up-to-date, evolving technologies. Students will utilize new technologies to stimulate their interest in various innovations and entrepreneurship.

**QANT 525 Probabilistic and Stochastic Models 4.5 credit hours**
*Prerequisite: QANT 510*. Students will explore probabilistic and stochastic processes for decision-making. Theoretical concepts and the application of probability and stochastic processes computer and modeling techniques will be applied for a range of business decisions and problems. Topics include random variables, distributions, modes of convergences, classification and properties of stochastic processes, and stationary processes. Discrete and continuous time Markov chains and simple Markovian queueing models will be introduced.

**QANT 530 Statistical Estimation and Regression Analysis 4.5 credit hours**
*Prerequisite: QANT 510*. In this course, students will examine the relationship of statistical estimation and linear models with regression, planning and analysis of experiments, and analyses of correlated data. Study includes simple and multiple linear regression, model selection, and advanced regression methods. With an emphasis on data analysis and interpretation, students will utilize regression analysis applications to create models to predict future states.

**Capstone Course**

**CAPS 600 Graduate Capstone 4.5 credit hours**
*Prerequisites: All core courses for degree; or concurrent*. 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 that addresses a defined problem within an organization, develops a strategy to mitigate or resolve the problem, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context.


# BACHELOR'S & ASSOCIATE'S DEGREE & DIPLOMA PROGRAMS (UNDERGRADUATE)

# UNDERGRADUATE PROGRAMS

Aligned with the mission of the university, UoNA's undergraduate programs are designed for students to attain the essential knowledge and skills to meet the needs and challenges in the areas of business administration and technology throughout the world, and general education that advances quality of life for all citizens.

UoNA undergraduate programs continue the tradition of providing quality education and ensuring affordability to a diverse group of students.

As an applied learning institution, the application of knowledge is integrated in the design of all courses. The core courses of each program center on developing career-relevant knowledge and skills. Students learn from instructors who have earned academic credentials as well as first-hand industry experience.

Besides knowledge in the areas of their majors, UoNA's undergraduate programs are designed to build a strong foundation for students in the following aspects:

- Communication Skills: To demonstrate the ability to communicate effectively in both oral and written capacities as evidenced by the proper use of English grammar, phraseology, and organizational skills.

- Awareness of Humanities, Mathematics and Science (includes STEM), and Social Sciences: To demonstrate the ability to discuss aspects of arts and science, including cultural and societal issues.

- Critical Thinking and Analytical Skills: To demonstrate the ability to apply critical thinking and deductive reasoning in solving problems, and making sound business decisions.

- Effective Leadership and Management Skills: To demonstrate effective leadership and entry-level supervisory and/or management skills.

The main objective of UoNA's bachelor's degree programs is career preparation for entry- to mid-level management position opportunities in business or information technology upon graduation. Undergraduate bachelor's degree program courses taken at UoNA may be eligible to fulfill the requirements of UoNA occupational program courses.

The main objective of UoNA's occupational associate's degree and diploma programs is career-preparation for entry- to beginning-level supervisory position opportunities in technical trades or industries and businesses upon graduation. Undergraduate occupational program courses taken at UoNA may be eligible to fulfill the requirements of other UoNA undergraduate program courses.

***College of Business and Management***

**Bachelor of Science in Business Administration (BSBA)**

**Overview**

The UoNA Bachelor of Science in Business Administration (BSBA) program offers a comprehensive blend of theory and practical application that will allow students to apply their education towards existing career tracks and/or prepare them for entry- to mid-level positions in business and management.

This program is specifically designed for individuals interested in careers in which they will be navigating a competitive global business environment, whether for a multinational corporation, small-to-medium-sized enterprises looking to expand internationally, or for government institutions that deal with national or international regulatory issues and other organizations.

The BSBA program is consistent with UoNA's mission of providing high quality education that is career-oriented with a global perspective. The BSBA program curriculum includes various business core courses plus coursework in international business that is intended to equip learners with a unique skill set applicable to current organizational needs.

**BSBA Program Objectives**

Upon completing the BBA program, students will be able to:

- Identify key global business issues, particularly in finance, management and marketing
- Employ critical thinking and informational literacy skills in evaluating key global business issues.
- Analyze and apply theoretical perspectives to make ethically appropriate and economically efficient decisions in an international business context.
- Provide effective leadership and managerial guidance to a diverse workforce in a global business environment.
- Conduct quantitative and qualitative analyses to interpret, evaluate, and report data.
- Think and plan strategically to solve complex organizational problems in a global business environment.
- Lead cross-cultural teams in evolving work environments.
- Justify business decisions in an increasingly globalized world from an economic, business, and socially responsible perspective.

**Graduation Criteria**

A bachelor's degree at UoNA can be earned by completing the minimum course requirements of 180 quarter-credit hours. To qualify for a BSBA degree, students must meet all credit requirements as described below:

1. Students enrolled in any undergraduate degree program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any bachelor's degree program is 270 quarter-hour credits.
3. Bachelor's students may transfer up to 126 quarter-hour credits of college credits earned at other accredited institutions.
4. The student must have completed a minimum of 180 quarter credit hours. The required distribution of these credit hours is charted by category in the program curriculum.

**Minimum Program Credit Hours by Category**

| Category | Minimum Quarter-hour Credits | Number of UoNA Courses |
|---|---|---|
| General Education Courses | 54 credits | 12 courses |
| Common Core Courses | 36 credits | 8 courses |
| Program Core Courses | 49.5 credits | 11 courses |
| Elective Courses | 36 credits | 8 courses |
| Capstone Course | 4.5 credits | 1 course |
| Program Total | 180 credits | 40 courses |

**Program Length**
It is expected that a full-time student will take 3 courses per term throughout his/her program. The normal program length will be 14 academic terms excluding vacation terms.

Since many students, if eligible, opt to take one approved quarter-off (vacation term) each year during their program, the program length is 4.67 years and the expectation is that students will complete the program in this length of time.

A student can take up to 1.5 times of normal program length to complete the program as long as he/she is making satisfactory academic progress.

**Curriculum**
A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from general education courses with a minimum of one course from each of the three general education categories. General education courses present topics that contribute to the quality of life for all citizens and societies. The following three (3) categories comprise the disciplines of general education: (1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy; (2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and (3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.

In addition to the general education courses, students take 85.5 credits, 19 core courses, 8 common core courses for all bachelor's programs and 11 program core courses which are specific to each program. The core courses of the BSBA program are designed to provide the tools necessary to address the business problems that face organizations today. They are designed to acquaint all students with an understanding of management and technology as they affect business, government, as well as non-profit organizations and to place these concepts in a cross-cultural and real-world context.

In addition to the core courses, students can personalize their course of study through a selection of eight (8) elective courses, for a total of 36 credits. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to develop their career or based on a student's interest. Finally, in their last term, each student completes a 4.5-credit capstone course in which what has been learned during the student's program is brought together into a final project or report.

The following courses, by category, comprise the BSBA curriculum:

**General Education Courses (GE)** **12 of 14 Selected Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| ENGL 101 | Oral Communications | 4.5 |
| ENGL 102 | English Composition | 4.5 |
| ENGL 103 | Advanced Writing | 4.5 |
| MATH 101 | College Algebra | 4.5 |
| MATH102 | Calculus | 4.5 |
| QANT 301 | Statistics | 4.5 |
| SOSC 101 | Sociology | 4.5 |
| SOSC 102 | Psychology | 4.5 |
| SOSC 103 | Political Science | 4.5 |
| SOSC 201 | Law and Ethics | 4.5 |
| SOSC 202 | American Cultural Studies | 4.5 |
| SOSC 203 | World History – Ancient to 1750 | 4.5 |
| SOSC 204 | World History – 1750 to Present | 4.5 |
| SCIN 201 | Future Studies | 4.5 |

**Common Core Courses (CC)** **8 Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| TECH 101 | Introduction to Computers | 4.5 |
| MGMT 110 | Business Communications | 4.5 |
| INST 201 | Introduction to Information Systems | 4.5 |
| MGMT 201 | Principles of Management | 4.5 |
| MGMT 203 | Principles of Project Management | 4.5 |
| TECH 301 | Technology Management | 4.5 |
| MGMT 306 | Small Business Management | 4.5 |
| RESH 401 | Research Methods | 4.5 |

**Program Core Courses (PC)** **11 Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| MGMT 202 | Introduction to Business | 4.5 |
| MGMT 204 | Human Resources Management | 4.5 |
| MGMT 302 | Principles of Marketing | 4.5 |
| MGMT 303 | Business Finance | 4.5 |
| MGMT 304 | Leadership Theories and Practices | 4.5 |
| ECON 201 | Principles of Economics | 4.5 |
| ECON 301 | Introduction to Managerial Economics | 4.5 |
| ACCT 301 | Principles of Accounting I | 4.5 |
| ACCT 302 | Principles of Accounting II | 4.5 |

| | | |
|---|---|---|
| MGMT 401 | Organizational Behavior | 4.5 |
| MGMT 402 | Business Law and Ethics | 4.5 |

**Elective Courses (EL)** **8 Courses**

Students *may* choose from the various undergraduate-level core or elective courses offered in this and other programs. Listed below is an example of electives for the BSBA program.

| Course Number | Course Title | Credit Hours |
|---|---|---|
| ACCT 303 | Taxation | 4.5 |
| ACCT 401 | Financial Accounting | 4.5 |
| CMSC 201 | Design and Analysis of Algorithms | 4.5 |
| CMSC 301 | Introduction to Programming Logics | 4.5 |
| CMSC 403 | Mobile Technology | 4.5 |
| ECON 302 | Global Economy | 4.5 |
| INST 202 | Data Communications and Networking | 4.5 |
| INST 302 | Computer Server Environment | 4.5 |
| INST 401 | Business Intelligence | 4.5 |
| MATH 201 | Discrete Mathematics | 4.5 |

**Capstone Course** **1 Course**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| CAPS 490 | Undergraduate Capstone | 4.5 |

**Example of a BSBA Program of Study (POS)**

A full-time student will be able to complete the BSBA degree in 14 terms following the program outline provided below or a similar sequence:

| Term | Type | Number | BSBA by Term | Credit Hours |
|---|---|---|---|---|
| 1 | GE | ENGL 101 | Oral Communications | 4.5 |
| | GE | MATH 101 | College Algebra | 4.5 |
| | GE | SOSC 101 | Sociology | 4.5 |
| 2 | GE | ENGL 102 | English Composition | 4.5 |
| | GE | MATH102 | Calculus | 4.5 |
| | GE | SOSC 102 | Psychology | 4.5 |
| 3 | GE | ENGL 103 | Advanced Writing | 4.5 |
| | CC | TECH 101 | Introduction to Computers | 4.5 |
| | GE | SOSC 103 | Political Science | 4.5 |
| 4 | CC | MGMT 110 | Business Communications | 4.5 |
| | GE | SOSC 201 | Law and Ethics | 4.5 |
| | CC | INST 201 | Introduction to Information Systems | 4.5 |

| Term | Type | Number | BSBA by Term | Credit Hours |
|---|---|---|---|---|
| 5 | GE | SOSC 202 | American Cultural Studies | 4.5 |
| | GE | SCIN 201 | Future Studies | 4.5 |
| | CC | MGMT 201 | Principles of Management | 4.5 |
| 6 | CC | MGMT 203 | Principles of Project Management | 4.5 |
| | PC | MGMT 202 | Introduction to Business | 4.5 |
| | PC | MGMT 204 | Human Resources Management | 4.5 |
| 7 | PC | ECON 201 | Principles of Economics | 4.5 |
| | GE | QANT 301 | Statistics | 4.5 |
| | CC | TECH 301 | Technology Management | 4.5 |
| 8 | PC | MGMT 302 | Principles of Marketing | 4.5 |
| | PC | MGMT 303 | Business Finance | 4.5 |
| | PC | ACCT 301 | Principles of Accounting I | 4.5 |
| 9 | PC | ECON 301 | Introduction to Managerial Economics | 4.5 |
| | PC | MGMT 304 | Leadership Theories and Practices | 4.5 |
| | PC | ACCT 302 | Principles of Accounting II | 4.5 |
| 10 | EL | INST 302 | Computer Server Environment | 4.5 |
| | PC | MGMT 401 | Organizational Behavior | 4.5 |
| | EL | ACCT 303 | Taxation | 4.5 |
| 11 | PC | MGMT 402 | Business Law and Ethics | 4.5 |
| | CC | MGMT 306 | Small Business Management | 4.5 |
| | EL | ECON 302 | Global Economy | 4.5 |
| 12 | EL | MATH 201 | Discrete Mathematics | 4.5 |
| | EL | ACCT 401 | Financial Accounting | 4.5 |
| | EL | INST 202 | Data Communications and Networking | 4.5 |
| 13 | EL | INST 401 | Business Intelligence | 4.5 |
| | EL | CMSC 403 | Mobile Technology | 4.5 |
| | CC | RESH 401 | Research Methods | 4.5 |
| 14 | CAP | CAPS 490 | Undergraduate Capstone | 4.5 |
| | | | **Total Credits** | **180** |

*College of Technology*

## Bachelor of Science in Information Technology (BSIT)

### Overview

As computer systems and networks become increasingly central to business, information technology professionals with the skills to install, configure, and troubleshoot and manage these systems are essential for successful business operations.

The purpose of the BSIT program is to prepare students to acquire knowledge in theoretical and practical applications in computer hardware, software, and information systems. Students participate in computer virtual laboratory exercises, become skilled in solving IT problems and conducting oral and written presentations.

All UoNA degrees are designed to deliver a transformative student learning experience that integrates applied experience with theory. UoNA's BSIT degree provides students with the skills needed to enter the IT profession. Students learn the fundamentals of networks, servers, and will become proficient in other critical IT skills, such as implementation of policies and standards for cloud and local server environments.

### BSIT Program Objectives

Upon completing the BSIT program, students will be able to:

- Demonstrate the skills necessary to obtain an entry- to intermediate-level IT management position in a global business environment.
- Demonstrate strong proficiency in commonly used software applications.
- Perform effectively with other computer professionals in the field of information technology.
- Adapt to changing software applications through the use of reference manuals and software updates.
- Conduct quantitative and qualitative analyses to interpret, evaluate, and report data.
- Think and plan strategically to solve technology problems in a global business environment.
- Lead cross-cultural teams in evolving work environments.
- Justify IT management decisions in an increasingly globalized world from an economic, business, and socially responsible perspective.

### Graduation Criteria

A bachelor's degree at UoNA can be earned by completing the minimum course requirements of 180 credit hours. To qualify for a BSIT degree, students must meet all credit requirements as described below:

1. Students enrolled in any undergraduate degree program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any bachelor's degree program is 270 quarter credits.
3. Bachelor's students may transfer up to 126 quarter credit hours of college credits earned at other accredited institutions.
4. The student must have completed a minimum of 180 quarter credit hours. The required distribution of these credit hours is charted by category in the program curriculum.

**Minimum Program Credit Hours by Category**

| Category | Minimum Quarter-hour Credits | Number of UoNA Courses |
|---|---|---|
| General Education Courses | 54 credits | 12 courses |
| Common Core Courses | 36 credits | 8 courses |
| Program Core Courses | 49.5 credits | 11 courses |
| Elective Courses | 36 credits | 8 courses |
| Capstone Course | 4.5 credits | 1 course |
| Program Total | 180 credits | 40 courses |

**Program Length**

It is expected that a full-time student will take 3 courses per term throughout his/her program. The normal program length will be 14 academic terms excluding vacation. Since many students opt to take one approved quarter-off (vacation term) each year during their program, the program length is 4.67 years. A student can take up to 1.5 times of normal program length to complete the program as long as he/she is making satisfactory academic progress.

**Curriculum**

A student pursuing a bachelor's degree is required to earn a minimum of 54 credits from general education courses with a minimum of one course from each of the three general education categories. General education courses present topics that contribute to the quality of life for all citizens and societies. The following three (3) categories comprise the disciplines of general education: (1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy; (2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and (3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.

In addition to the general education courses, students take 85.5 credits, 19 core courses, 8 common core courses for all bachelor's programs and 11 program core courses which are specific to each program. The core courses of the BSIT program are designed to acquaint all students with an understanding of information technology management as it affects private business, government, and non-profit organizations and to place these concepts in a cross-cultural context.

In addition to the core courses, students can personalize their course of study through a selection of eight (8) elective courses, for a total of 36 credits. Chosen in consultation with the student's advisor, these courses provide students with the specialized, focused training they need to develop their career or based on a student's interest.

Finally, in their last term, each student completes a 4.5-credit capstone course in which what has been learned during the student's program is brought together into a final project or report.

The following courses, by category, comprise the BSIT curriculum:

**General Education Courses** **12 of 14 Selected Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| ENGL 101 | Oral Communications | 4.5 |
| ENGL 102 | English Composition | 4.5 |
| ENGL 103 | Advanced Writing | 4.5 |
| MATH 101 | College Algebra | 4.5 |
| MATH102 | Calculus | 4.5 |
| QANT 301 | Statistics | 4.5 |
| SOSC 101 | Sociology | 4.5 |
| SOSC 102 | Psychology | 4.5 |
| SOSC 103 | Political Science | 4.5 |
| SOSC 201 | Law and Ethics | 4.5 |
| SOSC 202 | American Cultural Studies | 4.5 |
| SOSC 203 | World History – Ancient to 1750 | 4.5 |
| SOSC 204 | World History – 1750 to Present | 4.5 |
| SCIN 201 | Future Studies | 4.5 |

**Common Core Courses (CC)** **8 Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| TECH 101 | Introduction to Computers | 4.5 |
| MGTM 110 | Business Communications | 4.5 |
| INST 201 | Introduction to Information Systems | 4.5 |
| MGMT 201 | Principles of Management | 4.5 |
| MGMT 203 | Principles of Project Management | 4.5 |
| TECH 301 | Technology Management | 4.5 |
| MGMT 306 | Small Business Management | 4.5 |
| RESH 401 | Research Methods | 4.5 |

**Program Core Courses (PC)** **11 Courses**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| MATH 201 | Discrete Mathematics | 4.5 |
| CMSC 201 | Design and Analysis of Algorithms | 4.5 |
| INST 202 | Data Communications and Networking | 4.5 |
| TECH 203 | Network Management and Infrastructure | 4.5 |
| INST 301 | Computer Hardware and Software | 4.5 |
| INST 302 | Computer Server Environment | 4.5 |
| INST 401 | Business Intelligence | 4.5 |
| CMSC 301 | Introduction to Programming Logics | 4.5 |
| CMSC 302 | Operating Systems | 4.5 |

| | | |
|---|---|---|
| CMSC 303 | JAVA Programming | 4.5 |
| CMSC 304 | Software Engineering | 4.5 |

**Elective Courses (EL)** **8 Courses**

Students *may* choose from the various undergraduate-level core or elective courses offered in this and other programs. An **example** of electives for the BSIT program is provided below.

| Course Number | Course Title | Credit Hours |
|---|---|---|
| ACCT 301 | Principles of Accounting I | 4.5 |
| CMSC 401 | Database Management Systems | 4.5 |
| CMSC 402 | Web Design and Development | 4.5 |
| CMSC 403 | Mobile Technology | 4.5 |
| ECON 201 | Principles of Economics | 4.5 |
| ECON 301 | Introduction to Managerial Economics | 4.5 |
| ECON 302 | Global Economy | 4.5 |
| MGMT 202 | Introduction to Business | 4.5 |
| MGMT 204 | Human Resources Management | 4.5 |
| MGMT 302 | Principles of Marketing | 4.5 |
| MGMT 303 | Business Finance | 4.5 |
| MGMT 304 | Leadership Theories and Practices | 4.5 |
| MGMT 402 | Business Law and Ethics | 4.5 |

**Capstone Course** **1 Course**

| Course Number | Course Title | Credit Hours |
|---|---|---|
| CAPS 490 | Undergraduate Capstone | 4.5 |

**<u>Example</u> of a BSIT Program of Study (POS)**

A full-time student will be able to complete the BSIT degree in 14 terms following the program outline below or a similar sequence:

| Term | Type | Number | BSIT by Term | Credit Hours |
|---|---|---|---|---|
| 1 | GE | ENGL 101 | Oral Communications | 4.5 |
| | GE | MATH 101 | College Algebra | 4.5 |
| | GE | SOSC 101 | Sociology | 4.5 |
| 2 | GE | ENGL 102 | English Composition | 4.5 |
| | GE | MATH102 | Calculus | 4.5 |
| | GE | SOSC 102 | Psychology | 4.5 |
| 3 | GE | ENGL 103 | Advanced Writing | 4.5 |
| | CC | TECH 101 | Introduction to Computers | 4.5 |
| | GE | SOSC 103 | Political Science | 4.5 |

| Term | Type | Number | BSIT by Term | Credit Hours |
|---|---|---|---|---|
| 4 | CC | MGMT 110 | Business Communications | 4.5 |
| | GE | SOSC 201 | Law and Ethics | 4.5 |
| | CC | INST 201 | Introduction to Information Systems | 4.5 |
| 5 | GE | SOSC 202 | American Cultural Studies | 4.5 |
| | GE | SCIN 201 | Future Studies | 4.5 |
| | CC | MGMT 201 | Principles of Management | 4.5 |
| 6 | CC | MGMT 203 | Principles of Project Management | 4.5 |
| | PC | MATH 201 | Discrete Mathematics | 4.5 |
| | PC | INST 202 | Data Communications and Networking | 4.5 |
| 7 | PC | TECH 203 | Network Management and Infrastructure | 4.5 |
| | PC | INST 301 | Computer Hardware and Software | 4.5 |
| | CC | TECH 301 | Technology Management | 4.5 |
| 8 | PC | CMSC 201 | Design and Analysis of Algorithms | 4.5 |
| | GE | QANT 301 | Statistics | 4.5 |
| | PC | CMSC 302 | Operating Systems | 4.5 |
| 9 | EL | ACCT 301 | Principles of Accounting I | 4.5 |
| | PC | INST 302 | Computer Server Environment | 4.5 |
| | PC | CMSC 301 | Introduction to Programming Logics | 4.5 |
| 10 | PC | CMSC 303 | JAVA Programming | 4.5 |
| | PC | CMSC 304 | Software Engineering | 4.5 |
| | EL | ACCT 302 | Principles of Accounting II | 4.5 |
| 11 | PC | INST 401 | Business Intelligence | 4.5 |
| | EL | ECON 201 | Principles of Economics | 4.5 |
| | EL | CMSC 401 | Database Management Systems | 4.5 |
| 12 | CC | MGMT 306 | Small Business Management | 4.5 |
| | EL | CMSC 402 | Web Design and Development | 4.5 |
| | EL | MGMT 402 | Business Law and Ethics | 4.5 |
| 13 | EL | CMSC 403 | Mobile Technology | 4.5 |
| | EL | ECON 302 | Global Economy | 4.5 |
| | CC | RESH 401 | Research Methods | 4.5 |
| 14 | CAP | CAPS 490 | Undergraduate Capstone | 4.5 |
| | | | **Total Credits** | **180** |

## *Occupational Associate's Degree in Supervision and Project Management (OA-SPM)*

### Overview

The intent of the Occupational Associate's Degree in Supervision and Project Management program (OA-SPM) is to prepare students with the knowledge of technical concepts and regulations, and applications for supervising skilled technicians and operations. Entry-level project managers who are able to assess, plan, trouble-shoot, and oversee technical projects and work sites. Specialists, who have essential knowledge of field operations, and the competencies required to transition to first-line supervisory and entry-level management positions within a range of skilled-trades environments.

Graduates from the program will have the tools to transition from technician to front-line supervisor and/or entry-level manager of field operations. Supervisors with the competencies to lead skilled-trades crews within technology fields. The main objective of the OA-SPM program is career-preparation.

### OA-SPM Program Objectives

Specifically, the courses in the OA-SPM curriculum measure a student's ability to:

1. Apply technical experience while matriculating to a supervisory/entry-level management position, which is demonstrated by successful completion of the projects required in the core courses;
2. Create strategies for an improved work force and performance while focusing on leading skilled-trades crews in field operations, which is demonstrated by successfully mastering the competencies in the lab components of the core and elective courses;
3. Evaluate ways to improve industry-specific operational processes, which is demonstrated by successful completion of the core and elective course deliverables; and
4. Consider the positive impact on communities when all citizens are given opportunities to succeed, which are demonstrated by successful completion of the required general education courses.

### Graduation Criteria

An occupational associate's degree at UoNA can be earned by completing the minimum course requirements of 90 credit hours. To qualify for the OA-SPM degree, students must meet all credit requirements as described below:

1. Students enrolled in any undergraduate program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any occupational associate's degree program is 135 quarter credits.
3. Occupational associate's degree students may transfer up to 63 quarter-hour college credits earned at other accredited institutions.
4. The student must have completed a minimum of 90 quarter-hour credits. The required distribution of these credit hours is charted by category in the program curriculum.

**Minimum Program Credit Hours by Category**

| Category | Minimum Quarter-hour Credits | Number of UoNA Courses |
|---|---|---|
| General Education Courses | 19 credits minimum | 4 to 5 courses |
| Program Core Courses | 54 credits required | 11 required courses |
| Elective Courses | 17 credits minimum | 3 to 4 courses |
| Program Total | 90 credits minimum | 18 courses minimum |

**Program Length**
It is expected that full-time students will take three courses per term throughout the program. Based on this expectation, the normal program length is 2 academic years or 6 quarters; students are given up to 3 academic years or 9 quarters to complete the program as long as they are making satisfactory academic progress.

**Curriculum**
Of the 18 UoNA courses (90 minimum required quarter-hour credits) to earn the OA-SPM degree, 54 credits of program core courses provide knowledge and applications essential for all supervisors and entry-level managers; general education courses, 19 credits minimum, provide insight for all citizens and societies quality of life; and self-selected elective courses, 17 credits minimum, with an intra- or inter-industry-specific focus.

Students pursuing an occupational associate's degree are required to earn a minimum of 19 but no greater than 22.5 quarter-hour credits from general education courses, which are relevant to the student's educational goals and interests. General education courses present topics that contribute to the quality of life for all citizens and societies. The following three (3) categories comprise the disciplines of general education:

(1) Mathematics & Science, quantitative and objective insight to increase understanding of the world we live in, i.e., math & digital literacy, algebra, biology, physics, environmental & engineering science, and astronomy;

(2) Humanities, qualitative and subjective insight to increase appreciation of the world around us, i.e., the arts, language, logic, communications, and philosophy; and

(3) Social Science, insight to increase perspectives of how societies and groups within societies develop, function, and are organized, i.e., sociology, political science, education, history, civics, and psychology.

The OA-SPM curriculum includes the following courses:

| Occupational Associate's Degree in Supervision and Project Management | | | | |
|---|---|---|---|---|
| | **PROGRAM CORE** | Didactic Credits (CR) | Lab CR | Total CR |
| **PROGRAM CORE 54 credits required** | ACCT 201 Budgeting for Projects and Departments w/ACCL 201 Lab | 4.5 | 1.0 | 5.5 |
| | INST 201 Introduction to Information Systems | 4.5 | | 4.5 |
| | MATH 201 Discrete Mathematics | 4.5 | | 4.5 |
| | MGMT 201 Principles of Management | 4.5 | | 4.5 |
| | MGMT 203 Principles of Project Management | 4.5 | | 4.5 |
| | MGMT 204 Human Resource Management | 4.5 | | 4.5 |
| | MGMT 225 Supervision of Field Technicians w/MGML 225 Lab | 4.5 | 1.0 | 5.5 |
| | MGMT 150 Field Operations Management w/MGML 150 Lab | 4.5 | 1.5 | 6.0 |
| | MGMT 304 Leadership Theories and Practice | 4.5 | | 4.5 |
| | MGMT 401 Organizational Behavior | 4.5 | | 4.5 |
| | TECH 301 Technology Management | 4.5 | 1.0 | 5.5 |
| | **General Education (Gen ED) Course Examples** | Didactic Credits (CR) | Lab CR | Total CR |
| **GEN ED minimum of 19 credits total** | SOSC 101 Sociology | 4.5 | | 4.5 |
| | SOSC 201 Law and Ethics | 4.5 | | 4.5 |
| | ENGL 101 Oral Communications | 4.5 | | 4.5 |
| | MATH 101 College Algebra w/MATL 101 Lab | 4.5 | 1.0 | 5.5 |
| | **Elective Courses Examples** | | | |
| **ELECTIVE courses minimum of 17 credits total** | WITE 101 Wireless Infrastructure Technology I w/WITL 101 Lab | 4.5 | 1.5 | **6.0** |
| | WITE 111 Wireless Infrastructure Technology II w/WITL 111 Lab | 4.5 | 1.0 | **5.5** |
| | MGMT 215 Construction Project Management w/MGML 215 Lab | 4.5 | 1.0 | **5.5** |
| | INST 202 Data Communications and Networking w/INSL 202 Lab | 4.5 | 1.5 | **6.0** |
| | CMSC 302 Operating Systems w/CMSL 302 Lab | 4.5 | 1.0 | **5.5** |
| | INST 301 Computer Hardware and Software w/INSL Lab | 4.5 | 1.0 | **5.5** |
| | MGMT 306 Small Business Management w/MGML 306 Lab | 4.5 | 1.5 | **6.0** |
| | MGMT 110 Business Communications w/MGML 110 Lab | 4.5 | 1.0 | **5.5** |
| | MGMT 302 Principles of Marketing w/MGML 302 Lab | 4.5 | 1.0 | **5.5** |
| | **Minimum Total Program Credits** | 81 | 9 | **90** |

Example of an OA-SPM Program Sequence of Courses

**Academic Year (AY) 1**

| QTR: 1 | Cr |
|---|---|
| MGMT 201 Principles of Management | 4.5 |
| INST 201 Introduction to Information Systems | 4.5 |
| Elective 1 includes `1.5 credit lab INSL 201 | 6.0 |
| Total credits | 15.0 |
| **QTR: 2** | **Cr** |
| ACCT 201 Budgeting for Projects and Depts Includes 1.0 credit lab | 5.5 |
| MGMT 203 Principles of Project Management | 4.5 |
| Elective 2 includes 1.0 credit lab MGML 203 | 5.5 |
| Total credits | 15.5 |
| **QTR: 3** | **Cr** |
| MATH 101 College Algebra includes 1.0 credit lab MGML 101 | 5.5 |
| MGMT 204 Human Resource Management | 4.5 |
| TECH 301 Technology Management includes 1.0 credit lab TECL 301 | 5.5 |
| Total credits | 15.5 |
| **Total Credits AY 1: 46.0** | |

**Academic Year (AY) 2**

| QTR: 4 | Cr |
|---|---|
| MATH 201 Discrete Mathematics | 4.5 |
| SOSC 101 Sociology | 4.5 |
| Elective 3 includes a 1.0 credit lab | 5.5 |
| Total credits | 14.5 |
| **QTR: 5** | **Cr** |
| MGMT 225 Supervision of Field Technicians includes 1.0 credit lab MGMT 225 | 5.5 |
| ENGL 101 Oral Communications | 4.5 |
| MGMT 304 Leadership Theories and Practice | 4.5 |
| Total credits | 14.5 |
| **QTR: 6** | **Cr** |
| SOSC 201 Law and Ethics | 4.5 |
| MGMT 401 Organizational Behavior | 4.5 |
| MGMT 150 Field Operations Management includes 1.5 credit lab course MGML 150 | 6.0 |
| Total credits | 15.0 |
| **Total Credits AY 2: 44.0** | |

**Total Minimum Required OA-SPM Program Credits: 90**

## *Diploma in Operations Management for Technical Industries (OMTI)*

### Overview

The intent of the Diploma in Operations Management for Technical Industries (OMTI) program is to prepare students with the knowledge of technical concepts, regulations, and applications for operations management. Entry-level managers who are able to plan, trouble-shoot, and oversee technical operations and work sites. Specialists, who have essential knowledge of field operations and the competencies required to transition to first-line supervisory positions within a range of skilled-trades environments.

Graduates from the program will have the tools to transition from technician to entry-level manager of field operations. Managers with the competencies to lead skilled-trades crews within technology fields. The main objective of the OMTI program is career-preparation.

### OMTI Program Objectives

Of the 6, quarter-hour credit courses (31.5 minimum required credits) to earn the OMTI diploma, 3 program core courses provide the fundamentals for a range of field operations management and 3 self-selected technical or management elective courses within 100- to 299-level course designators. A student may request, or as recommended by the student's academic advisor, take an elective course at the 300- to 304-level. The Director of Education will review the request, and based on a student's individual circumstances approve or deny the option.

Specifically, the courses in the OMTI curriculum measure a student's ability to:

1. Apply technical experience while matriculating to an entry-level field operations' manager position, which is demonstrated by successful completion of the competencies required in the core courses;
2. Apply strategies for an improved work force and performance while focusing on leading skilled-trades crews in field operations, which is demonstrated by successfully mastering the competencies in the lab components of the core and elective courses.

**Graduation Criteria**

The Diploma in OMTI can be earned by completing the minimum course requirements of 31.5 credit hours. To qualify for graduation, students must meet all credit requirements as described below:

1. Students enrolled in any undergraduate program must earn a Cumulative Grade Point Average (CGPA) of at least 2.0 (C), out of 4.0, and a minimum letter grade of not less than D in all courses to graduate.
2. The maximum number of credit hours permitted for the completion of any diploma program is 1.5 times the minimum number of required credits.
3. Diploma program students may transfer up to 70 percent quarter-hour college credits earned at other accredited institutions.

**Program Length**

It is expected that full-time students will take three courses per term throughout the diploma program. Based on this expectation, the normal program length is two-thirds of an academic year or 2 quarters; students are given up to 1 academic year or 3 quarters to complete the program as long as they are making satisfactory academic progress.

**Course/Credit Requirements**

Requirements for the program consist of the following categories and credits/courses:

| | |
|---|---|
| Program Core (Concentration) Courses (15.0 Credits Required) | Required Core Courses, specifically as follows:<br><br>MGMT 201 Principles of Management 4.5 Cr.<br>INST 201 Introduction to Information Systems 4.5 Cr.<br>MGMT 150 Field Operations Management 6.0 Cr. (INCLUDES 1.5 Cr. MGML 150 LAB) |
| Elective Courses (16.5 required minimum) | 16.5 Credits Minimum (3 Self-selected technical or management courses).<br>May include Didactic and LAB Credits. Diploma program students are restricted to technical courses designated below the 300-level. Student requests for permission to take a higher-level technical course may be submitted to the VP or Director of Education. |
| Program Total (31.5 required minimum) | 31.5 Credits<br>Total program credits may be greater than 31.5 if electives with 1.5 labs are selected. |

**Examples of OMTI Program Sequence of Courses**

**Ex 1** Total Credits 32.0 (based on selected telecom industry electives)

| QTR: 1 | Cr |
|---|---|
| MGMT 201 Principles of Management | 4.5 |
| MGMT 110/LAB | 5.5 |
| WITE 101/LAB | 6.0 |
| QTR 1 Total credits | 16.0 |

| QTR: 2 | Cr |
|---|---|
| MGMT 150 Field Operations Management/LAB | 6.0 |
| INST 201 | 4.5 |
| WITE 111/LAB | 5.5 |
| QTR 2 Total credits | 16.0 |

**OR**

**Ex 2** Total Credits 32.0 (based on selected telecom industry electives)

| QTR: 1 | Cr |
|---|---|
| MGMT 150 Field Operations Management/LAB | 6.0 |
| INST 201 | 4.5 |
| WITE 111/LAB | 5.5 |
| QTR 1 Total credits | 16.0 |

| QTR: 2 | Cr |
|---|---|
| MGMT 201 Principles of Management | 4.5 |
| MGMT 110/LAB | 5.5 |
| WITE 101/LAB | 6.0 |
| QTR 2 Total credits | 16.0 |

**OR**

**Ex 3** Total Credits 31.5 (based on self-selected electives)

| QTR: 1 | Cr |
|---|---|
| MGMT 201 Principles of Management | 4.5 |
| Elective 1/LAB | 5.5 |
| Elective 2/LAB | 5.5 |
| QTR 1 Total credits | 15.5 |

| QTR: 2 | Cr |
|---|---|
| MGMT 150 Field Operations Management/LAB | 6.0 |
| INST 201 Introduction to Information Systems | 4.5 |
| Elective 3/LAB | 5.5 |
| QTR 2 Total credits | 16.0 |

Note: Courses that have prerequisites must be taken in the appropriate order; elective courses that do not have prerequisites may be taken in any order throughout the two quarters of the program's sequence. The sequence, total quarter and program credits, and length to complete the program will be impacted by self-selected electives and by students who receive transfer credits, attend part-time, or chose to take additional elective courses.

Recommended student schedules based on the program sequence and UoNA policies as stated in the catalog will be made each quarter by the academic staff. Students may request which undergraduate technical course electives be considered by the academic staff based on their future career goals.

# ADMISSION PROCEDURES AND POLICIES

## BACHELOR'S AND OCCUPATIONAL ASSOCIATE'S (UNDERGRADUATE) DEGREE AND DIPLOMA PROGRAMS

### *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 seeking to further improve their education or enhance their professional career.

It is the goal of the University to make as seamless as possible entry into the programs it offers. To this end, admission representatives and the academic department work with each applicant to ensure that the student is guided into a program that will best meet his/her need.

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

### *Application Deadlines*

Applications are accepted year-round and new students can be admitted for every academic term at the University. Applicants are advised to allow sufficient time for the University to complete its admissions evaluation process if the applicants desire to begin their studies at our university in a specific academic term.

Students residing outside of the United States must allow additional time for scheduling and attending required visa interviews with the US Embassies or consulates and should submit materials in a timeframe that incorporates these requirements.

### *Undergraduate Admission Procedures*

The process for undergraduate admission to the university is designed to assist students in making the entrance into undergraduate 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 admission into their desired program.

All applicants receive a complete assessment of their admission application once all materials and application fee have been received by the university. When the review process has been completed by the Academic Department, applicants will be notified of the decision.

Applicants are notified of the admission decision electronically, at the e-mail address provided by the applicant. The applicant is requested to acknowledge his or her decision to attend the university.

Upon acceptance to the University, the student will be assigned an academic advisor and requested to schedule an advising session prior to the start of classes, which may take place during orientation. During this advising session, student will receive guidance on program details, registration processes, school policies, and graduation requirements.

Applicants who do not have adequate academic preparation for their desired bachelor's program of study or who need to update their academic knowledge may be required to fulfill preparatory courses at another institution. UoNA does not offer remedial courses.

Applicants who meet the admissions requirements of the University and submit official high school transcripts or documentation as specified below will be granted acceptance. A student who meets the admissions requirements of the University and submits unofficial transcripts may be granted acceptance but is required to submit the original/official/certified documents prior to enrolling and beginning classes.

### *Bachelor's Degree Program Admission Requirements*

To be admitted to a bachelor's degree program at UoNA, applicants must submit:

- Completed UoNA Application for Admission form submitted with the $100 Application Fee (non-refundable) by electronic payment, cashier/bank checks, or money order payable to "The University of North America") in US currency.
- Completed UoNA Bachelor's Program Education & Career form.
- Copy of a valid government-issued form of identification (a current passport or birth certificate, or government-issued ID, or, for Permanent Residents, a copy of the Green Card).
- Official transcripts from a US high school or document verifying a US GED, or evaluated, equivalent non-US institution transcript (minimum credential level).
    - Copies of transcripts or high school equivalency documents may be submitted for academic department review during the acceptance process.
    - An official transcript issued by the US institution or an evaluated international credential from all institutions which awarded the applicant's high school diploma is required *prior* to students starting classes.

### *Occupational Associate's Degree and Diploma Program Admission Requirements*

To be admitted to an occupational associate's degree or diploma program at UoNA, applicants must submit:

- Completed UoNA Application for Admission form submitted with the $100 Application Fee (non-refundable) by electronic payment, cashier/bank checks, or money order payable to "The University of North America") in US currency.
- Completed UoNA Occupational Associate's / Diploma Program Education & Career form.
- Copy of a valid government-issued form of identification (a current passport or birth certificate, or government-issued ID or, for Permanent Residents, a copy of the Green Card).
- Official transcripts from a US high school or document verifying a US GED, or evaluated, equivalent non-US institution transcript (minimum credential level).
    - Copies of transcripts or high school equivalency documents may be submitted for academic department review during the acceptance process.
    - An official transcript issued by the US institution or an evaluated international credential from all institutions which awarded the applicant's high school diploma is required *prior* to students starting classes.

Information provided in these application materials is used by the University in making admissions decisions and may be verified through official transcripts and reference checks.

OPTIONAL: Results of an SAT, ACT, or English Proficiency test are not required for admission. However, an applicant can submit such scores in support of the application. If *transfer of credit consideration* is requested, an official academic transcript from the institution, which awarded the applicant's post-secondary degree or an evaluation from an authorized source for international credentials.

Bachelor's and Occupational Associate's Degree, and Diploma Program **Conditional Acceptances**

A conditional acceptance may be granted for applicants, who have graduated from a US high school or non-US high school or completed a US GED due to circumstances that are causing a delay with the transmission of the official copy of the student's HS transcript and evaluated non-US equivalency. However, official transcripts or US GED documentation must be on file prior to the last day of the first quarter of the student's initial enrollment or the student will be withdrawn from the university.

A conditional acceptance may be granted for applicants, who have provided documentation verifying they have less than one year to complete his/her US high school diploma or international equivalent. Non-US students have online only options if accepted under this condition; an I-20 cannot be granted for this conditional acceptance. However, official copies of transcripts documenting the completion of a US high school diploma or evaluated international equivalent, must be on file within one year of the conditional acceptance or the student will be withdrawn from the university.

Applicants are evaluated individually based on their academic experience and credentials, and the result of the admissions interview. The purpose of the evaluation is to assess the applicant's potential for successfully completing a relevant academic program. An adult student with substantial US Military Service may submit a petition the academic department to be accepted to an undergraduate program.

### *International Applicant Criteria*

The University is authorized by SEVP to issue I-20s to international students admitted to one of its academic programs. An I-20 Shipping and Handling Fee will be required to mail the acceptance letter and I-20 documentation to all international applicants.
International applicants who hold an F1 Visa must submit proof of financial ability per SEVP regulations, including original or notarized copies of documents from the last 90 days at the time of application, which include a Financial Affidavit of Support or financial bank/credit statements.

International applicants who are accepted to UoNA and applying for an F1 Visa or are requesting a Change of Status (COS) may defer enrollment for 1 term at no additional fee. Applicants are required to pay a $100 non-refundable fee each term if applying for a deferral for a 2nd, 3rd, or 4th time. Deferrals cannot be requested for greater than 4 terms. After 4 terms, a new application must be submitted.

International Credentials
Transcripts sent from any school, college, or university that is recorded in a language other than English must be accompanied by a certified translation. All documents must be originals or certified copies. If an applicant requests the international transcripts be reviewed for determining eligible transfer credit, the transcripts must be reviewed by an approved educational credential evaluation agency, including AACRAO International Education Services (prior to 2016), or a member of the Association of International Evaluators (AICE) or National Association of Credential Evaluation Services (NACES) to confirm equivalency to a degree from an accredited U.S. institution.

English Language Proficiency Policy

All international students are admitted to UoNA based on their potential to successfully complete their selected program. All accepted students whose native language is not English **must fulfill one** of the following requirements:

- Take the Pearson English Level Test (PTE) on arrival to UoNA prior to registering for courses.
    - If a score of **greater than or equal to** ≥ 45 is achieved, the student may proceed directly into their selected degree program courses.
    - If a score of **less than** < 45 is achieved, the student will be required to transfer to the ESOL certificate program, and allowed to enter a degree program after the student has demonstrated adequate English proficiency by achieving a scores of ≥ 45. The PTE is administrated at the end of each ESOL course.
- OR during the admissions process, an applicant ***may*** have elected to provide one of the following documents that fulfills the UoNA English proficiency requirement:
    - Documentation of an earned degree in which English is the principle language of instruction from an accredited institution recognized by the U.S. Dept. of Education or a non-U.S. institution that is recognized by its government's higher education authority
    - Verification from a non-U.S. post-secondary institution in which English is the principle language of instruction and evidence that certifies the applicant successfully completed a minimum of two years of study at the institution
    - Acceptable test score from an English proficiency test that is recognized by UoNA:

| TEST | TOEFL-IBT | TOEFL Computer Based | TOEFL Paper Based | iTEP | IELTS | PTE |
|---|---|---|---|---|---|---|
| Acceptable Score | ≥ 57 | ≥ 189 | ≥ 500 | ≥ 3.5 | ≥ 5.5 | ≥ 45 |

## *Undergraduate Degree and Diploma Program Policies and Regulations*

### *Program and Course Prerequisite Policy*

Course and program prerequisites courses are designed to ensure that students registered for a program can acquire a required minimum background for their selected area of study and that they can gain sufficient knowledge of the course content. This background may be obtained through courses equivalent to the listed prerequisites or through other educational and professional experiences. In such cases, students should consult the academic department for advice and guidance. Preparatory courses may be taken that will provide such students the ability to acquire the skills and knowledge needed to participate in the appropriate and desired programs of study.

### *Bachelor's and Occupational Associate's Degree and Diploma Programs Transfer of Credit Policies*

A minimum of 30 percent (54 credits) of the total required **bachelor's program credits** must be completed at UoNA; the remaining 70 percent (126 credit maximum) may be requested to be earned through a combination of transfer credits, military transfer, or advanced standing that meet the requirements defined by UoNA as published in the catalog. A capstone course must be taken at UoNA as part of each bachelor's program sequence. Transfer credits, military transfer, and advanced standing may not be submitted for any bachelor's program capstone course.

A minimum of 30 percent (27 credits) of the total required **occupational associate's program credits** must be completed at UoNA; the remaining 70 percent (63 credit maximum) may be requested to be earned through a combination of transfer credits, military transfer, or advanced standing that meet the requirements defined by UoNA as published in the catalog.

A minimum of 30 percent of the total of required **diploma program credits** must be completed at UoNA; the remaining 70 percent may be requested to be earned through a combination of transfer credits, military transfer, or advanced standing that meet the requirements defined by UoNA as published in the catalog.

Students must submit their requests for transfer of credit and advanced standing to an academic administrator within their fifth quarter of enrollment in a bachelor's program or the third quarter of an occupational associate's program or before the end of the first quarter of a diploma program. Within two weeks of their submission, a meeting will be scheduled with the program administration to determine the validity of the request, approval for submission, and a deadline for submitting each request. No requests will be considered that have not been qualified before the submission deadline.

### Credit Transfer from Other Institutions

To receive transfer credit for a course taken at another institution, the following criteria must be met:

- The student must have taken the course for undergraduate credit as part of a degree from an accredited US institution or from a non-US institution that has been evaluated by an approved external evaluator to determine equivalency;

- The course taken was equivalent to the University of North America common or program core course content or comparable general education or elective course category, level, and credit hours; and
- The student earned at least a grade of "C" (courses taken on a pass/fail basis may not be eligible for transfer).

There is no fee to apply for credit transfer from other institutions. The determination made by the academic department is final; no resubmissions will be accepted.

**Military Transfer**

College credit for military service will be considered and may be awarded on review of an official military transcript. Courses listed on the transcript will be matched to comparable UoNA courses. Military transcripts to document American Council on Education (ACE) recommended college credit for US military training and occupational experience can be requested from the Joint Service Transcript (JST). A student may order his/her official JST electronically when they are accepted to UoNA. Credits may be applied toward appropriate core/elective courses. There is no fee to apply for military transfer. The determination made by the academic department is final; no resubmissions will be accepted.

**College-Level Examination Program (CLEP)**

Credit may be awarded for successful completion of a CLEP examination when it is comparable to an undergraduate course that is part of a UoNA bachelor's program curriculum. Students are responsible for registering for CLEP examinations, paying the registering/testing fees, completing the examinations, and submitting official results to the academic department for approval of credit toward comparable UoNA courses. U.S. Military personnel and veterans may be eligible for CLEP examination funding through the Defense Activity for Non-Traditional Education Support (DANTES).

**Advanced Placement**

Credit may be awarded for competency in a UoNA technical course's objectives that is demonstrated through achieving a score of 80% or higher on an UoNA advanced placement test. Students must request and arrange to complete the written and lab (if applicable) section of each test to a UoNA academic administrator. The test must be successfully completed before the beginning of the quarter in which the course will be required / selected. Not all technical courses have advanced placement tests. Advanced placement tests may only be taken once; initial scores are final and may not be disputed. Credits may be applied toward appropriate core/elective courses.

There is a $100 non-refundable fee to apply for and complete an UoNA advanced placement test. A score of 80% or higher must be achieved on the first attempt. No re-testing is allowed. If a score of less than 80% is achieved the student will be required to take the course to receive credit.

## Course Substitutions

Students may receive approval to substitute an elective course for a required bachelor's or occupational associate's program core course if the student has requisite knowledge of the content of the course being replaced or if the election is based on a student's career interest. A maximum of 18 credits may be approved for substitution of a bachelor's program's core courses and a maximum of 9 credits may be approved for substitution of an occupational associate's degree program core courses. An occupational diploma program student may submit a petition to the Director of Education to be allowed to substitute one (1) program core course. Selection of all courses, including general education, elective, and substitution courses, will be reviewed during a student's academic advising sessions and considered based on individual student education and future career goals, and UoNA policies.

### *Credit Transfer to Other Institutions*

Students and graduates should note that, regardless of the institutions involved, when seeking to transfer credits from one institution to another institution, the receiving institution has full discretion as to which credits are transferable. Students are advised to contact the institution to which they intend to transfer as to the transferability of specific courses and programs. The University of North America does not imply or guarantee that credits may be transferable. In addition, the primary intent of an occupational associate's degree program is to enable a student to enter his/her career field.

### *Dually Applied Credits: Master's Degree Course Option*

Bachelor's degree program students who have completed 70% of the required courses for their degree may apply to register up to five (5) select master's degree program courses, which will be applied toward their bachelor's program and may be applied toward a related UoNA master's degree. To be eligible, students are required to have completed a minimum of 126 credits toward their bachelor's degree, including any transfer credits, with a CGPA of 2.5 or above, schedule an academic advising session, and submit their request to the Director of Education for approval. The Director of Education may make recommendations for a bachelor's degree student within these criteria to consider relevant master's degree courses.

### *Dually Applied Credits: Undergraduate Degree Courses*

UoNA bachelor's degree graduates seeking a second bachelor's degree from UoNA may have a maximum of 126 eligible credits from their first UoNA degree transferred to a second UoNA bachelor's degree. Occupational associate's degree or diploma program UoNA graduates seeking to matriculate to a UoNA bachelor's or associate's degree may have a maximum of 90 eligible credits transferred to a UoNA bachelor's or associate's degree; courses with a grade of C or better will be considered for transfer.

If a student opts to change from the same- or a higher-level undergraduate credential to a lower-level credential, a course with a grade of D may be considered to be "waived" if the course is required to complete the lesser credential program.

### *Graduation Requirements*

To be considered a program graduate, a student must:

- Complete the minimum number of total credit hours and satisfy all required course credits for their chosen degree or diploma program.
- Achieve the minimum CGPA designated for their chosen program.

To fulfill UoNA graduate status requirements, a student must pay all tuition and fees and fulfill all other administrative obligations to the University of North America, including completing the Graduation form.

### *Graduation Process and Time Limits for Completion*

In the academic term following a student's last course, the academic department certifies that the student has completed all requirements for graduation. Once certified, verification of student status on financial obligations is completed by the finance department. Upon clearance, a diploma indicating the degree is issued.

Students enrolled full time in a bachelor's degree program are expected to complete their programs in 4 years. They are given up to 6 years from the date of initial enrollment to complete degree requirements. However, students may petition the academic department to receive an extension if it is aligned within the UoNA SAP policy.

Students enrolled full-time in an occupational associate's degree program are expected to complete their program in 2 years. They are given up to 3 years from the date of initial enrollment to complete degree requirements. However, students may petition the academic department to receive an extension, if it is aligned within the UoNA SAP policy.

Students enrolled in a diploma program are expected to complete their program in the required maximum time based on the SAP policy. Students may petition the academic department to request an extension be considered, if it is aligned within the UoNA SAP policy.

Satisfactory academic progress (SAP) is managed by designated financial aid and academic staff, who are responsible for monitoring the academic progress of all enrolled students toward completion of a certificate, diploma, or degree program regardless of credential level. The policies, which are provided in the SAP section of this catalog, are aligned with current US ED regulations for monitoring if a student is making SAP toward completing an undergraduate program and are consistently followed for all enrolled students regardless if financial aid was requested or received by the student.

### *Transcript Requests*

Transcripts are issued by the academic or operational administrators upon receipt of the online Transcript Request Form along with fee payment. Transcripts or a UoNA diploma will not be issued to any student who has an outstanding financial obligation to the university.

# UNDERGRADUATE COURSE DESCRIPTIONS

***Course Prefix Abbreviation***

| | | | |
|---|---|---|---|
| ACCT | Accounting | MGMT | Management |
| CADE | Career Development | MKTG | Marketing |
| CMSC | Computer Science | QANT | Quantitative Studies |
| DATA | Data: Theory & Applications | RESH | Research |
| ECON | Economics | SOSC | Social Science |
| ENGL | English | SCIN | Science |
| FINS | Finance | TECH | Technology |
| INST | Information Systems | CAPS | Capstone |
| MATH | Mathematics | WITE | Wireless Technology |

All course codes are preceded by four-character abbreviations that are used to represent the area of study. These areas of study abbreviations are followed by three numbers that are used to qualify the level of study. All UoNA Undergraduate courses are within the range of 100 – 499.

***Prerequisites***

Prerequisites denote the courses that must have been completed in prior quarters before taking certain courses. No prerequisite course is required unless it is specified in the individual course description below.

***General Education Courses***

**ENGL 101 Oral Communications 4.5 credit hours**

In this course, students will develop their conversation, presentation, and public speaking skills. They will review appropriate words and phrases for use in everyday conversations and formal, presentations, along with many opportunities to speak with or in front of others. Applications include exercises to increase students' abilities to confidently and accurately discuss and share information on a wide range of topics.

**ENGL102 English Composition 4.5 credit hours**

In this course, students will develop their writing ability. Although expressing ideas in writing is the focus of the course, an integrated approach of listening, speaking, reading, and writing is used to enhance language usage. Students will practice academic writing, and use the language via face-to-face interaction and networked multimedia. Students will gain competency in the use of language, structure of texts, ideas that shape different cultures, and interrelationships between ideas and languages.

**ENGL 103 Advanced Writing 4.5 credit hours**

*Prerequisite: ENGL 102 English Composition*. In this course, students will investigate and apply key elements of academic and formal writing. Students will consider writing processes; from assessing sources, developing ideas, organizing paragraphs, to proofreading. Students will also apply the elements of formal writing by practicing language skills and developing vocabulary. Through the investigation and development of professional letters, case studies, reports, and essays; students will incorporate research, and demonstrate more in-depth writing skills.

**MATH 101 College Algebra 4.5 credit hours**

Students in this course will be introduced to quadratics, polynomials; rational, exponential, and logarithmic functions; and systems of equations. Topics will include matrices, inequalities, systems of linear equations and determinants, sequences, permutations, combinations, and binomial theorems. Students will apply these mathematical theories to solve a range of problems. Occupational Associate's Degree program students are required to take MATL 101, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MATL 101 College Algebra 1.0 credit hours**

*Co-requisite (Concurrent): MATH 101*. Students in this course will be introduced to quadratics, polynomials; rational, exponential, and logarithmic functions; and systems of equations. Topics will include matrices, inequalities, systems of linear equations and determinants, sequences, permutations, combinations, and binomial theorems. Occupational Associate's Degree program students are required to take MATL 101, which is a 1-credit lab course that supports the 4.5-credit didactic course MATH 101.

**MATH 102 Calculus 4.5 credit hours**

*Prerequisite: MATH 101 College Algebra*. Students participating in this course will examine various calculus concepts and the application of these mathematical functions to solve complex problems. There is a general emphasis on solving challenging problems using mathematical modeling with specific attention focused on: limits and continuous functions, techniques of derivatives, and integration and its applications.

**QANT 301 Statistics 4.5 credit hours**

*Prerequisite: MATH 101 College Algebra*.

In this course, students will be introduced to the concepts of modern statistical methods and their applications. Topics to be covered include data collection techniques, graphical and numerical summaries of data, probability and probability distributions, normal distributions, inference for a single mean, a single proportion, difference in means using confidence intervals and hypothesis testing, simple linear regression and correlation, association between categorical variables, and decision trees. Students will utilize Microsoft Excel during the course to advance their competencies.

**SCIN 201 Future Studies 4.5 credit hours**

Students will explore the future of the planet framed by the perspective of the United States and its interaction with other nations and regions of the world. Through the processes of examination and scenario building, students will enhance their understanding about what the world may be like in both the near and distant future. Contemporary futurist readings, class discussions, comparative analyses, and essays will be employed to help students reach a deeper understanding of the future of the US and its role as a member of a sustainable planet.

**SOSC 101 Sociology 4.5 credit hours**

Students will examine the nature of sociology; methods of sociological research; pioneer and contemporary sociologists; culture; socialization, social interaction, and social structure, and groups and organizations. Topics to be explored in the course include deviance and social control, stratification and social inequality, social institutions, populations, urban life, collective behaviors, social movements, and social change and technology. Applying sociological theories to the development of societies is emphasized.

**SOSC 102 Psychology 4.5 credit hours**

In this course, students will be introduced to scientific methods used for understanding human behavior and the mind. Course topics include contemporary psychological research findings that are focused on the biological foundation of human behavior, learning principles, critical cognitive abilities, and the processes of sensation, memory, language, and reasoning. Important concepts of social behavior and cognition, social development, personality, and psychological disorders will also be reviewed.

**SOSC 103 Political Science 4.5 credit hours**

Students will be introduced to the field of political science. Students will survey the main approaches used for studying politics, summarize major political theories and concepts, as well as explore the development of both liberal democracies and human rights. They will be introduced to basic concepts of sovereignty, population, and territory, as well as rights of liberty, equality, and participation. The U.S. Congress, the nation's voting system, and key elements of political institutions such as parties, pressure groups, constitutions, systems of representation, and government institutions and their functions will be reviewed.

**SOSC 201 Law and Ethics ** 4.5 credit hours**

Students in this course will be introduced to US laws and global ethical standards that impact society. They will consider the influence of ethical decision-making and the foundation of today's US legal environment. International concepts will be introduced to enhance students' skills utilizing ethical thinking and problem-solving exercises.

**SOSC 202 American Cultural Studies 4.5 credit hours**

In this course, students will explore the concept of American culture and examine the different cultural groups which constitute American society. Through readings and discussions, numerous cultural groups will be investigated, with their respective socio-historical developments and diverse impacts on American culture. Historical and contemporary readings will form the bases for critical discussions, comparative analyses, and formal essays that will aid students in reaching a deeper understanding of American culture and what it means to be American.

**SOSC 203 World History – Ancient to 1750 4.5 credit hours**

In this course, students will survey world history from prehistory to 1750, including the development of ancient societies in Asia, Europe, Africa, and the Americas. The following themes will be explored throughout the course that encourage the identification broad patterns found within societies: change and continuity; impacts of interaction, technology, economics, and demography; social structure and gender roles; cultural, religious, and intellectual development; and changes in functions and structures of states in attitudes toward states and political identities, including the emergence of the nation state.

**SOSC 204 World History – 1750 to Present 4.5 credit hours**

In this course, students will survey world history from 1750 to the present, which includes developments throughout Asia, Europe, Africa, and the Americas. The following themes will be explored throughout the course that encourage the identification of broad patterns found within societies: change and continuity; impacts of interaction, technology, economics, and global warfare; social structure and gender roles; cultural, religious, and political differences; and changes in functions and structures of states and nations as societies move toward a more globalized world.

**Core Courses & Electives as Annotated**

This section includes bachelor's program common and program core courses. Courses for occupational associate's degree and diploma programs are annotated accordingly with an "**"

**ACCT 201 Budgeting for Projects and Departments ** 4.5 credit hours**

This course is for students who do not have an accounting or finance background and intend to pursue a supervisory or management position. Students are introduced to fundamental accounting and financial concepts. Monetary resource management is examined with an emphasis on how to read common financial statements and ways in which cost management influences various aspects of a project or department. Students will apply these concepts to create a budget from a manager's perspective through exercises and practice sets using relevant software. Occupational Associate's Degree and Diploma program students are required to take ACCL 201, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**ACCL 201 Budgeting for Projects and Departments ** 1.0 credit hours**

Co-requisite (Concurrent): ACCT 201. This course is for students who do not have an accounting or finance background and intend to pursue a supervisory or management position. Students are introduced to fundamental accounting and financial concepts. Monetary resource management is examined with an emphasis on how to read common financial statements and ways in which cost management influences various aspects of a project or department. Students will apply these concepts to create a budget from a manager's perspective through exercises and practice sets using relevant software. Occupational Associate's Degree and Diploma program students are required to take ACCL 201, which is a 1-credit lab course that supports the 4.5-credit didactic course ACCT 201.

**ACCT 301 Principles of Accounting I 4.5 credit hours**

In this course, students will be introduced to the basic theory and techniques of contemporary financial accounting. They will identify the fundamental principles of accounting, recognize and analyze business transactions, prepare financial statements, and communicate this information to users with different needs. Topics covered in this course include the accounting cycle, transactions, and the preparation of financial statements for single-owner business organizations that operate as service companies or merchandisers.

**ACCT 302 Principles of Accounting II 4.5 credit hours**

*Prerequisite: ACCT 301 Principles of Accounting I.* In this course, students will delve deeper into contemporary accounting practices, focusing on financial and managerial accounting. The goal is to identify and analyze business transactions, define the characteristics of business entities, recognize the interdependency of financial statements, employ managerial accounting techniques, and communicate this information to users with different needs. Financial accounting topics explored will include liabilities, equities, investments, and business entities. The managerial accounting topics covered encompass job order and process costing, cost-volume-profit analysis, and budgets.

**ACCT 401 Financial Accounting 4.5 credit hours**

*Prerequisite: ACCT 302 Principles of Accounting II*. In this course, students will gain an understanding of the principles and analytical techniques relating to corporate financial management. Students will review, interpret, develop, and apply accounting information used in effective managerial decision making. In addition, students will be introduced to reporting and analysis requirements associated with inventory, fraud, internal control and cash, receivables, long-lived assets and liabilities.

**CMSC 201 Design and Analysis of Algorithms 4.5 credit hours**
*Prerequisite: MATH 201 Discrete Mathematics*. Students in this course will be introduced to important data structures and fundamental principles of algorithm design in computer science that are used to efficiently solve computing problems. Topics explored include analysis of algorithm efficiency, plus hash, heap, graph, tree, sorting and searching, brute force, decrease-and-conquer, and transform-and-conquer. Dynamic programming, greedy programming, and the divide-and-conquer design paradigm, with applications to fast sorting, searching, and multiplication will also be integrated into course material.

**CMSC 301 Introduction to Programming Logics 4.5 credit hours**
Students taking this course will gain an understanding of programming concepts and logic. Previous programming experience is not required. Contemporary programming models and the logical thought processes used in programming will be introduced to students with examples but without language syntax in order to familiarize them with this subject. Flowcharts and pseudocodes will additionally be used to demonstrate program logic designs.

**CMSC 302 Operating Systems 4.5 credit hours**
In this course, students will examine the key structures and mechanisms of operating systems. Topics covered, and applications and exercises, will include CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. Students will explore the latest operating systems technologies and developments, and future implications. If Occupational Associate's Degree program students elect to take CMSC 302, they are required to take CMSL 302, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**CMSL 302 Operating Systems 1.0 credit hours**
*Co-requisite (Concurrent): CMSC 302*. In this course, students will examine the key structures and mechanisms of operating systems. Topics covered, and applications and exercises, will include CPU scheduling, multi-threads, concurrent processes, memory management, file systems, storage subsystems, and input/output management. Students will explore the latest operating systems technologies and developments, and future implications. Occupational Associate's Degree program students are required to take CMSL 302, which is a 1-credit lab course that supports the 4.5-credit didactic course CMSL302.

**CMSC 303 JAVA Programming 4.5 credit hours**
*Prerequisite: CMSC 301 Introduction to Programming Logics*. In this course, students will acquire the Java programming language with a fundamentals-first approach, as well as conduct hands-on projects utilizing the UoNA Virtual Lab. Topics include basic JAVA programming concepts, building elements and techniques including selection, looping, method definitions, strings, step-wise refinement, and arrays. In addition to the essential concepts, students will further explore object-oriented programming using common tools. Students will create simple programs in JAVA, and read and edit source code within an integrated development environment (IDE).

**CMSC 304 Software Engineering 4.5 credit hours**
In this course, students will gain an essential understanding of what software engineering involves, including the processes and techniques fundamental to the development of reliable software systems. Agile methods will be discussed, along with the topics of software reuse and traditional plan-driven software engineering. Students will be introduced to design issues such as error handling, performance, and inter-process communication.

**ECON 201 Principles of Economics 4.5 credit hours**
Students participating in this finance-oriented course will gain foundational knowledge about basic economics as it applies to themselves, institutions, business firms and societies at large. Student consideration of solutions to economic challenges in the 21st Century is emphasized. The phenomena of how consumer choice, enterprises, and the government frequently interact with each other within commodity and factor markets is reviewed. Students will be introduced to methods that incorporate economic analyses to gain a better understanding of key topics such as technology, education, environmental pollution, property, income and wealth distribution, and financialization of the world economy.

**ECON 301 Introduction to Managerial Economics 4.5 credit hours**
*Prerequisite: ECON 201 Principles of Economics*. Students in this course will explore how the profitability of companies can be increased through the application of economic analysis to a wide array of business problems. Emphasis will be placed on practically applying various economic tools to real-world issues rather than relying only on purely theoretical understandings of managerial economics.

**MGMT 110 Business Communications 4.5 credit hours**
In this course, students will develop essential business communication skills needed to function and succeed in business and workplace settings, while at the same time increasing their knowledge about major business management areas. Marketing and human resource management (HRM) will be focused on by utilizing industry studies on these topics. Class activities will include discussions, vocabulary previews, applied exercises, and task-based assignments. If Occupational Associate's Degree and Diploma program students elect to take MGMT 110, they are required to take MGML 110, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 110 Business Communications 1.0 credit hours**
Co-requisite (Concurrent): MGMT 110. In this course, students will develop essential business communication skills needed to function and succeed in business and workplace settings, while at the same time increasing their knowledge about major business management areas. Marketing and human resource management (HRM) will be focused on by utilizing industry studies on these topics. Class activities will include discussions, vocabulary previews, applied exercises, and task-based assignments. Occupational Associate's Degree and Diploma program students are required to take MGML 110, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 110.

**INST 201 Introduction to Information Systems ** 4.5 credit hours**
Students will explore information systems and concepts related to the development of information systems, information technology, and application software. They will be introduced to ways in which information is used in organizations, along with the effect IT has on an organization's structure, processes, employees, customers, and suppliers. The structure and functions of computers and telecommunications systems, plus how IT enables improvement in quality, timeliness, and competitive advantage will also be examined.

**INST 202 Data Communications and Networking 4.5 credit hours**
This course concentrates on introducing students to primary aspects of data communications networking and includes exploration of Open Systems Interconnection (OSI) and Internet models. Course topics and applied exercises are focused on basic computer networking, data communications / transmission/encoding/link control, communications network techniques, network protocols, wireless networking, network server configuration, and planning and deploying local area networks. If Occupational Associate's Degree and Diploma program students elect to take INST 202, they are required to take INSL 202, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**INSL 202 Data Communications and Networking 1.5 credit hours**

Co-requisite (Concurrent): INSL 201. This course concentrates on introducing students to primary aspects of data communications networking and includes exploration of Open Systems Interconnection (OSI) and Internet models. Course topics and applied exercises are focused on basic computer networking, data communications / transmission/encoding/link control, communications network techniques, network protocols, wireless networking, network server configuration, and planning and deploying local area networks. Occupational Associate's Degree and Diploma program students are required to take INSL 202, which is a 1.5-credit lab course that supports the 4.5-credit didactic course INST 202.

**INST 301 Computer Hardware and Software 4.5 credit hours**

Students will acquire and practice key skills in computer hardware and software management. Topics include the design of computing systems, computer hardware and software components, and telecommunications. Through a combination of lecture and applications, students will explore specific PC components and the setup of basic PC workstations; conduct basic software installations; identify compatibility issues; recognize/prevent basic security risks. Preventative maintenance of computers along with the concept of Green IT will be reviewed. If Occupational Associate's Degree program students elect to take INST 301, they are required to take INSL 301, which is a 1.0-credit lab course that supports the 4.5-credit didactic course.

**INSL 301 Computer Hardware and Software 1.0 credit hours**

Co-requisite (Concurrent): INST 301. Students will acquire and practice key skills in computer hardware and software management. Topics include the design of computing systems, computer hardware and software components, and telecommunications. Through a combination of lecture and applications, students will explore specific PC components and the setup of basic PC workstations; conduct basic software installations; identify compatibility issues; recognize/prevent basic security risks. Preventative maintenance of computers along with the concept of Green IT will be reviewed. Occupational Associate's Degree program students are required to take INSL 301, which is a 1.0-credit lab course that supports the 4.5-credit didactic course INST 301.

**INST 302 Computer Server Environment 4.5 credit hours**

*Prerequisite: INST 202 Data Communications and Networking.* In this course, students will engage in the installation and administration of a Windows/Linux Server network operating system. Topics covered include managing and maintaining physical and logical devices, access to resources, the server environment, managing users, computers and groups, and managing/implementing disaster recovery. Students will apply the information acquired to the successful management and maintenance of a Windows/Linux Server environment.

**INST 401 Business Intelligence 4.5 credit hours**

*Prerequisite: INST 202 Data Communications and Networking.* Students in this business-oriented course will investigate core concepts, technologies, and techniques generally referred to as 'data analytics' but also known by other names, including Business Intelligence (BI). Topics to be covered include the impact of big data analytics on businesses and relevant decision-making models. Students will examine how organizations have employed analytics to make decisions or to gain a competitive edge, and the future implications of BI.

**MATH 201 Discrete Mathematics ** 4.5 credit hours**

In this course, students will be introduced to discrete mathematical objects and an overview of abstraction, notation and critical thinking directly related to computer science and engineering. Topics include logic, relations, functions, basic set theory, countability and counting arguments, proof techniques, mathematical induction, graph theory, combinatorics, discrete probability, recursion, recurrence relations, and elementary number theory, and their applications relative to computer science.

**MGMT 150 Field Operations Management ** 4.5 credit hours**

In this course, students will be presented with the expectations and responsibilities of a field operations manager. The role of an operations manager who oversees all aspects of the business at the job site will be examined, including scheduling, work flow, productivity, and inventory and equipment control. Students will engage in applications of quality management, supply-chain management, and traditional and transformational management approaches from the perspective of an on-site manager. Software applications to advance efficiency will be introduced and used to reinforce student competencies. Occupational Associate's Degree and Diploma program students are required to take MGML 150, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**MGML 150 Field Operations Management ** 1.5 credit hours**

*Co-requisite (Concurrent): MGMT 150*. In this course, students will be presented with the expectations and responsibilities of a field operations manager. The role of an operations manager who oversees all aspects of the business at the job site will be examined, including scheduling, work flow, productivity, and inventory and equipment control. Students will engage in applications of quality management, supply-chain management, and traditional and transformational management approaches from the perspective of an on-site manager. Software applications to advance efficiency will be introduced and used to reinforce student competencies. Occupational Associate's Degree and Diploma program students are required to take MGML 150, which is a 1.5-credit lab course that supports the 4.5-credit didactic course MGMT 150.

**MGMT 201 Principles of Management ** 4.5 credit hours**

Students will be introduced to the major functions of management (planning, organizing, leading, and controlling), and the significance each function plays in the continued existence and operations of companies. Topics include how companies use management to set and accomplish goals through individuals, groups, efficient use of resources and communications; and the influence of ethics. Other topics to be covered include decision making, change, employee development, organizational structures, management control, leadership, conflict resolution, information security, and globalization.

**MGMT 202 Introduction to Business 4.5 credit hours**

This course introduces students to the many facets of the private enterprise system and the businesses that operate within that framework. Business systems, workforce demographics, social responsibility, business ethics, organizations, entrepreneurship, small businesses, and franchise systems will be examined. Students will further explore management processes, human resource management, marketing management, business finance, and business decision-making. Quantitative tools used in international business, MIS, and the future dimensions of business opportunities in a global economy will be discussed.

**MGMT 203 Principles of Project Management** 4.5 credit hours**

In this course, students will be introduced to project management from a manager's perspective, including organization, planning, implementation, and control tasks to achieve an organization's objectives. Tools and concepts such as a project charter, scope statement, work breakdown structure, project estimating, and scheduling methods are reviewed. Discussions include key phases of the project lifecycle, including initiating a project, developing project plans, executing and managing a project, and closing out a project. Students will review how to identify and address change management and political issues associated with project management.

**MGMT 204 Human Resources Management ** 4.5 credit hours**

Students will be introduced to the functions of personnel/human resource management within a range of organizations and work environments. Topics covered will include equal opportunity and the legal environment, recruitment and selection, performance appraisal, employee development, compensation planning, and employee relations. Students will also investigate how organizations can acquire, reward, motivate, use, and generally manage human resources effectively.

**MGMT 225 Supervision of Field Technicians ** 4.5 credit hours**

*Prerequisite: MGMT 201 Principles of Management*. In this course, students will consider the management attributes critical for supervising field technicians with an emphasis on skilled trades professionals, workers who perform labor tasks on job sites that require specific training. The responsibilities of a front- or direct-line manager are examined. Hands-on applications include job site orientation and training, coaching, motivation, assigning jobs, and performance assessment. Dealing with labor/management issues are introduced. Students work through simulations that prepare them to transition from a field technician to a supervisory role. Occupational Associate's Degree and Diploma program students are required to take MGML 225, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 225 Supervision of Field Technicians ** 1.0 credit hours**

*Co-requisite (Concurrent): MGMT 225.* In this course, students will consider the management attributes critical for supervising field technicians with an emphasis on skilled trades professionals, workers who perform labor tasks on job sites that require specific training. The responsibilities of a front- or direct-line manager are examined. Hands-on applications include job site orientation and training, coaching, motivation, assigning jobs, and performance assessment. Dealing with labor/management issues are introduced. Students work through simulations that prepare them to transition from a field technician to a supervisory role. Occupational Associate's Degree and Diploma program students are required to take MGML 225, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 225.

**MGMT 302 Principles of Marketing 4.5 credit hours**

In this course, students will examine essential concepts and specialized terminology related to marketing within business environments. A range of domestic and international environments that impact marketing will be examined, with particular emphasis and applications placed on marketing environments, segmentation, positioning and targeting. If Occupational Associate's Degree program students elect to take MGMT 302, they are required to take MGTL 302, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 302 Principles of Marketing 1.0 credit hours**
*Co-requisite (Concurrent): MGMT 302*. In this course, students will examine essential concepts and specialized terminology related to marketing within business environments. A range of domestic and international environments that impact marketing will be examined, with particular emphasis and applications placed on marketing environments, segmentation, positioning and targeting. Occupational Associate's Degree program students are required to take MGML 302, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 302.

**MGMT 303 Business Finance 4.5 credit hours**
*Prerequisite: MGMT 202 Introduction to Business.* In this course, students will gain a fundamental understanding of business finance. The course is corporate-oriented and emphasizes practical applications and problem-solving techniques in order to provide students with the tools they need to understand and solve the basic financial problems confronting the business world today. The topics covered include the time value of money, valuation of assets, capital budgeting techniques, capital-structure theory and dividend policy assessment. The application of these subjects to international markets will be made whenever possible.

**MGMT 306 Small Business Management 4.5 credit hours**
In this course, students will engage in exercises to gain insight into the multi-faceted nature of managing a small business. Topics to be covered will include managing employees, inventory management, accounting and financial concerns, merchandising, sales, planning and scheduling, basic legal issues, customer relations, and strategic partnerships/alliances. If Occupational Associate's Degree program students elect to take MGMT 306, they are required to take MGTL 306, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**MGML 306 Small Business Management 1.5 credit hours**
*Co-requisite (Concurrent): MGMT 306*. In this course, students will engage in exercises to gain insight into the multi-faceted nature of managing a small business. Topics to be covered will include managing employees, inventory management, accounting and financial concerns, merchandising, sales, planning and scheduling, basic legal issues, customer relations, and strategic partnerships/alliances. Occupational Associate's Degree program students are required to take MGML 306, which is a 1.5-credit lab course that supports the 4.5-credit didactic course MGMT 306.

**MGMT 304 Leadership Theories and Practice ** 4.5 credit hours**
*Prerequisite: MGMT 201 Principles of Management.* Students will engage in exercises focused on an overview of the theoretical framework for the practice of leadership in organizations. Assignments will include how to apply theory and best practices to develop effective leadership. Emphasis will be placed on specific leadership styles, including strategic leadership, systems thinking, team leadership, change management, and developing personnel.

**MGMT 401 Organizational Behavior ** 4.5 credit hours**
*Prerequisite: MGMT 201 Principles of Management or MGMT 202 Introduction to Business.* Students in this management course will investigate the key theories in the field of organizational behavior (OB) in order to acquire an understanding of how people and groups in organizations behave, react, and interpret events. Students will engage in activities focused on the role of organizational systems, structures, and processes in shaping behavior, as well as how organizations really function and strategies that create organizational effectiveness.

**MGMT 402 Business Law and Ethics 4.5 credit hours**

*Prerequisite: MGMT 202 Introduction to Business.* In this course, students will be introduced to basic jurisprudential discussions and debates that relate to business in society. Topics will include a general overview of the nature of law and its relationship to ethics; theories of contract, torts, and property; criminal law as it applies to business situations; and theories of the business enterprise and its regulation. The main focus will be on the organization and operation of the American legal system, legal rules, and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations.

**RESH 401 Research Methods 4.5 credit hours**

*Prerequisites: ENGL102 or MGMT 110 (or ENGL 201 prior to SUM 2022)* In this course, students will be introduced to applied research methods which provide the foundation for research projects or papers. This course covers the fundamentals of statements of purpose, research proposals and methods, and selection of appropriate academic and industry sources. The methods and skills needed to develop and complete an applied research project or paper, and how research can be utilized to support management decisions and applied in professional contexts, are emphasized.

**TECH 101 Introduction to Computers 4.5 credit hours**

Students will be introduced to the fundamentals of how a computer works. Topics to be covered include the basic steps in building a modern computer utilizing fundamental design principles, as well as the essentials of device switching, computer logic (combinational and sequential), and computer architecture. The necessary functions and dynamics of machine language, assembly language, virtual machines, compilers, and high-level languages and operating systems are also presented and discussed in the course.

**TECH 203 Network Management and Infrastructure 4.5 credit hours**

In this course, students will be introduced to today's networks and IT infrastructure components and how they are similar to nerves, enabling information to flow both within and outside organizations. Additional discussion about how progressive enterprises have always faced challenges when trying to manage and design IT infrastructure which will appropriately meet their respective business needs will be reviewed.

**TECH 301 Technology Management ** 4.5 credit hours**

In this course, students will examine the steps necessary to successfully analyze information technology problems by identifying and defining computing requirements leading to appropriate solutions. Emphasis will be placed on how to design, implement, and evaluate a computer-based system, process, component, or program to meet desired outcomes. Exercises focus on developing the ability to analyze the local and global impact of technologies on individuals, organizations, and societies. Occupational Associate's Degree program students are required to take TECL 301, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**TECL 301 Technology Management 1.0 credit hours**

*Co-requisite (Concurrent): TECH 301.* In this course, students will examine the steps necessary to successfully analyze information technology problems by identifying and defining computing requirements leading to appropriate solutions. Emphasis will be placed on how to design, implement, and evaluate a computer-based system, process, component, or program to meet desired outcomes. Exercises focus on developing the ability to analyze the local and global impact of technologies on individuals, organizations, and societies. Occupational Associate's Degree program students are required to take TECL 301, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**Undergraduate Electives**

Bachelor's program students may take electives designated from 100- to 499-levels. Occupational Associate Degree program students may take electives designated from 100- to 405-levels. Diploma program students may take electives designated from 100- to 299-levels. Diploma program student may submit a request to the VP of Director of Education to receive approval to take a higher-level elective.

Designated program core courses may be taken as electives in other undergraduate programs.

Undergraduate general education courses cannot be applied as "electives". Students may not take additional general education courses or request transferring general education courses from other institutions to fulfill the elective requirements for the bachelor's or occupational associate's degree or diploma programs.

**ACCT 303 Taxation 4.5 credit hours**
*Prerequisite: ACCT 302 Principles of Accounting II*. In this course, students will be introduced to taxation with emphasis on the five sections of the Income Tax Act and how these laws and regulations apply in the preparation of personal and business tax returns. This course provides an over view of federal income taxes for individuals, partnerships, and corporations. Topics include tax law, electronic research and methodologies and the use of technology for the preparation of individual and business tax returns.

**ACCT 401 Financial Accounting 4.5 credit hours**
*Prerequisite: ACCT 302 Principles of Accounting II*. In this course, students will gain an understanding of the principles and analytical techniques that relate to corporate financial management. Students will review, interpret, develop, and apply accounting information used in effective managerial decision making. In addition, students will be exposed to reporting and analysis requirements associated with inventory, fraud, internal control and cash, receivables, long-lived assets and liabilities.

**CADE 101 Career Development 0.5 credit hours**
In this course, students will consider career development opportunities, including professional networking, internships, social media, and visits to potential employers. Exercises will include completing employment applications, creating resumes and cover letters, and interviewing techniques. The career development cycle from education to gaining employment in a specific industry or business will be examined.

**CMSC 401 Database Management Systems 4.5 credit hours**
Students participating in this upper-division course will gain an understanding of data structures, file organizations, concepts and principles of database management systems (DBMS), data analysis/modeling, as well as database design/management/implementation. Students will be introduced to hierarchical, network and relational data models; entity-relationship modeling; the Structured Query Language (SQL); data normalization; and database design. Using Microsoft's SQL Server DBMSs, students will gain hands-on experience in database design and implementation. Advanced database concepts, including web-based database applications will be introduced.

**CMSC 402 Web Design and Development 4.5 credit hours**
Students will use computers to creatively design web pages using HTML and CSS during this course. Through real-world, hands-on experiences they will also acquire the ability to develop programs and algorithms, use Java-script and provide business solutions. Web design standards, Search Engine Optimization, and image manipulation will be presented as well.

**CMSC 403 Mobile Technology 4.5 credit hours**
Students in this upper-division course will be exposed to one of the newest and fastest developing fields in the discipline: mobile and wireless computing technologies. The topics and trends that will be covered include: basic mobile and wireless computing principles and technologies, components, architecture and infrastructure of systems and services to support mobile platforms, overview of different wireless communication networks such as CDMA (Code Division Multiple Access), WCDMA (Wideband CDMA), HSPA (High Speed Packet Access) and LTE (Long Term Evolution). A brief introduction to mobile platforms like Android, iOS, and smart devices will be reviewed.

**ECON 302 Global Economy 4.5 credit hours**
*Prerequisite: ECON 201 Principles of Economics.* In this course, students will reflect on the challenges international businesses and entrepreneurs are facing in today's globalized world as well as potential solutions. Using an interdisciplinary approach, this class will explain to students how globalization intersects with other areas such as economic development, political science, the environment and gender issues.

**MGMT 215 Construction Project Management 5.5 credit hours**
*Prerequisite: MGMT 201 Principles of Management.* In this course, students will consider the coordination of all resources throughout the life of a construction project to achieve predetermined objectives, including cost, time, quality, and stakeholder satisfaction. Construction projects for a range of field applications with specific objectives and constraints will be examined. Students will engage in exercises with increasing depth and scope for the life cycle of construction projects—initiation, planning, implementation, monitoring, and completion. Software applications will be introduced and applications utilized to increase student competencies. If Occupational Associate's Degree and Diploma program students elect to take MGMT 215, they are required to take MGML 215, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**MGML 215 Construction Project Management 1.0 credit hours**
*Co-requisite (Concurrent): MGMT 215*. In this course, students will consider the coordination of all resources throughout the life of a construction project to achieve predetermined objectives, including cost, time, quality, and stakeholder satisfaction. Construction projects for a range of field applications with specific objectives and constraints will be examined. Students will engage in exercises with increasing depth and scope for the life cycle of construction projects—initiation, planning, implementation, monitoring, and completion. Software applications will be introduced and applications utilized to increase student competencies. Occupational Associate's Degree and Diploma program students are required to take MGML 215, which is a 1-credit lab course that supports the 4.5-credit didactic course MGMT 215.

**WITE 101 Wireless Infrastructure Technology I 4.5 credit hours**
In this course, students will be introduced to telecommunications with a focus on wireless infrastructure technology. Safety regulations for the technician and work site, including OSHA telecom safety, work site hazards, CPR, and first aid will be reviewed. Essential electrical concepts will be presented. Students will apply these technical, energy, and power concepts through hands-on structured wiring, radio frequency, and other lab exercises. WITE 101 prepares students with the foundation to pursue guided field experiences, and industry-provided externships and certification options. If Occupational Associate's Degree and Diploma program students elect to take WITE 101, they are required to take WITL 101, which is a 1.5-credit lab course that supports the 4.5-credit didactic course.

**WITL 101 Wireless Infrastructure Technology I 1.5 credit hours**
In this course, students will be introduced to telecommunications with a focus on wireless infrastructure technology. Safety regulations for the technician and work site, including OSHA telecom safety, work site hazards, CPR, and first aid will be reviewed. Essential electrical concepts will be presented. Students will apply these technical, energy, and power concepts through hands-on structured wiring, radio frequency, and other lab exercises. WITE 101 prepares students with the foundation to pursue guided field experiences, and industry-provided externships and certification options. Occupational Associate's Degree and Diploma program students are required to take WITL 101, which is a 1.5-credit lab course that supports the 4.5-credit didactic course WITE 101.

**WITE 111 Wireless Infrastructure Technology II 4.5 credit hours**
In this course, students will investigate concepts and applications with an emphasis on wireless infrastructure technology, including Passive Intermodulation (PIM) and Radio Frequency (RF) Drive testing. The impact of wireless technology on the *DNA* of telecommunications, Maintenance Operation Protocol (MOP), and Common Network Interface (CNI) will be examined. Utilizing spectrum analyzers, students will determine which modifications are needed to decrease interference in order to increase Wi-Fi system and wireless router performance within a range of applications. WITE II prepares students to pursue industry technical and certification opportunities. If Occupational Associate's Degree and Diploma program students elect to take WITE 111, they are required to take WITL 111, which is a 1-credit lab course that supports the 4.5-credit didactic course.

**WITL 111 Wireless Infrastructure Technology II 1.0 credit hours**
In this course, students will investigate concepts and applications with an emphasis on wireless infrastructure technology, including Passive Intermodulation (PIM) and Radio Frequency (RF) Drive testing. The impact of wireless technology on the *DNA* of telecommunications, Maintenance Operation Protocol (MOP), and Common Network Interface (CNI) will be examined. Utilizing spectrum analyzers, students will determine which modifications are needed to decrease interference in order to increase Wi-Fi system and wireless router performance within a range of applications. WITE II prepares students to pursue industry technical and certification opportunities. Occupational Associate's Degree and Diploma program students are required to take WITL 111, which is a 1.0-credit lab course that supports the 4.5-credit didactic course WITE 111.

***Bachelor's Degree Capstone***

**CAPS 490 Undergraduate Capstone 4.5 credit hours**
*Prerequisites or Concurrent: All core courses for a bachelor's degree*

In this course, the student will be provided with the opportunity to integrate the broad spectrum of what has been learned in previous courses into a final project of direct relevance to his or her academic and career objectives. Under the guidance of a Capstone Advisor, the student selects an applied project that addresses a defined problem within an organization, develops a strategy to mitigate or resolve the problem, and prepares a formal project report. The report must place the problem/issue and its solution in its cultural and historical context.

# CERTIFICATE IN ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) PROGRAM

# English for Speakers of Other Languages (ESOL) Certificate Program

***Mission***

The mission of the University of North America is to support a diverse student population by providing high quality education in business and technology that is student-centered, practitioner-oriented and globally focused.

To ensure English language proficiency and academic support for a diverse body of students, the University of North America has established a comprehensive English for Speakers of Other Languages (ESOL) certificate program.

The university is authorized by the Student Exchange and Visitor Program (SEVP) to enroll nonimmigrant (F1-Visa) students in its ESOL certificate program.

***Program Objectives***

The main objective of the UoNA ESOL program is to bolster the academic, English language proficiency of our students by developing meaningful English language courses based on content relating to their diverse backgrounds and experiences. Students at our university come from a wide range of different communities, countries, and educational backgrounds. For many of our students, English is not their first language.

Moreover, among the many individuals of the student population, there are various levels of individual skills in the four areas of English language acquisition: reading, writing, speaking, and listening. Objectives of the ESOL program, then, will be to provide a safe and supportive environment for daily, student-centered conversation, and reading and writing practice; in the content areas of real-life situations and experiences in order to improve each student's academic English language competency.

***Program Structure***

All classes offer a holistic approach to language learning. UoNA's ESOL program is designed to provide an avenue for students to quickly and successfully review or advance their English language proficiency. In addition, the program provides local area professionals with an opportunity to improve their English language skills to successfully advance in their careers.

UoNA has created English language courses that can successfully help a student achieve English proficiency for personal development, academic usage, or professional success. Graduates of the ESOL certificate program gain the fluency and competency to interact and pursue their goals in an English-speaking environment.

In addition to linguistic training, the UoNA Language program helps students adjust to life in the United States. The program includes various cultural activities that allow students to practice their language skills and learn about life in the United States at the same time.

### *Learning Outcome Objectives*

Competency skills will be developed and practiced in each of the ESOL courses through learning the processes of reading, writing, researching, and presenting ideas in English. Reading short academic articles, summarizing information, taking notes, asking questions, gathering ideas, discussing the writing process, organizing projects, researching topics, building vocabulary, formulating a topic sentence, outlining, editing, revising, rewriting, orally presenting, and sharing quality projects and essays; are all part of the academic process.

### *Teaching Methodology*

Students will receive constant feed-back through one-on-one conferences and tutoring sessions with a native English speaker. Also, students will work independently and with groups as they present, discuss, critique, write, rewrite and revise daily assignments, weekly projects, and papers and presentations concerning real-life situations and work experiences. **Activities** include discussing the writing process, gathering ideas, organizing projects, interviewing, researching, building vocabulary, formulating topics, linking sentences, arranging paragraphs, outlining, editing, revising, rewriting, presenting information, field trips, and sharing quality projects and essays. **Projects** include PPT and other visual presentations, research, academic, and reflection papers, and speeches or other oral presentations.

### *ESOL Certificate Program Admission Requirements*

The admission process for students applying to the ESOL certificate program is designed to assist applicants who want to advance their English skills to meet personal or employment goals. Each candidate for admission to the ESOL certificate program, receives a personal assessment by the academic department to provide the guidance necessary for a sound selection.

For the ESOL program, applicants must submit:

1. A completed Application Form with the $100 (non-refundable) application fee
2. Proof of US High School graduation or its equivalent; verified by official US transcripts or evaluated foreign transcripts (minimum required credential level).
3. Government issued photo ID.
4. Official results (score) from the UoNA-designated national exam at the time of admission.
   Note: Students who do not have official results from the UoNA-designated national exam may be accepted to the ESOL program and required to take the exam administered at UoNA at the beginning of their first quarter of enrollment in the program; failure to take the exam and pay the non-refundable fee of $25 (US Currency) will result in dismissal.

### *International Applicant Criteria*

The University is authorized by SEVP to issue I-20s to international students admitted to its ESOL program. An I-20 Shipping and Handling Fee will be required to mail the acceptance letter and I-20 documentation to all international applicants.
International applicants who hold an F1 Visa must submit proof of financial ability per SEVP regulations, including original or notarized copies of documents from the last 90 days at the time of application, which include a Financial Affidavit of Support or financial bank/credit statements.

International applicants who are accepted to UoNA and applying for an F1 Visa or are requesting a Change of Status (COS) may defer enrollment for 1 term at no additional fee. Applicants are required to pay a $100 non-refundable fee each term if applying for a deferral for a 2nd, 3rd, or 4th time. Deferrals cannot be requested for greater than 4 terms. After 4 terms, a new application must be submitted.

### *Proficiency Exam Requirements*

Students are initially required to take the UoNA-designated exam at the time of admissions or at the beginning of their enrollment in their first ESOL course unless they have submitted official test scores from a nationally recognized exam. Thereafter, the exam is administrated at the beginning and ending of each program course. Currently, UoNA uses the Pearson PTE exam, which is a nationally recognized English proficiency test.

### *ESOL Program Curriculum*

| Course # | Course Title | Credit Hours |
|---|---|---|
| ESOL 001 | Writing Workshop | 18 |
| ESOL 002 | American Culture | 18 |
| ESOL 003 | Patterns of American Immigration | 18 |
| ESOL 004 | Northern Virginia Business | 18 |

### *Program Sequence*

Courses may be taking in any order as each course provides an integrated approach of listening, speaking, reading, and writing to enhance language usage

### *English Language Certificate*

Students who are enrolled in the **ESOL certificate program**, complete all 4 courses, and pass the exit exam will be awarded an ESOL Program Certificate. The exit exam is a cumulative post-test that mirrors the exam given at the time of admission. Students receive a course grade for each course they complete. Each course is listed on their UoNA transcript.

### *Graduation Requirements*

In order to graduate from the ESOL Certificate program students must:

- Complete the minimum number of clock/credit hours designated for the program.
- Satisfy all program requirements including completion of all required courses.
- Achieve the minimum CGPA designated for the ESOL program.
- Pay all tuition and fees and fulfill all other administrative obligations to the University.

### *Graduation Process and Time Limits for Completion*

The minimum time for ESOL certificate program students to finish the program is 4 terms. Four (4) terms are considered the normal program length. Students can take a maximum of 6 terms (1.5 times of normal program length) to complete the ESOL certificate program. Program students may repeat courses within the limitations of the SAP policy as provided in the catalog.

In the academic term following a student's last course, the academic department certifies that the student has completed all requirements for graduation. Once certified, verification of student status on financial obligations is completed by the finance department. Upon clearance, a diploma indicating the degree is issued.

Satisfactory academic progress is managed by designated financial aid and academic staff, who are responsible for monitoring the academic progress of all enrolled students toward completion of a certificate, diploma, or degree program regardless of credential level. University policies are aligned with current US ED regulations for monitoring if a student is making SAP toward completing a certificate program and are consistently followed for all enrolled students regardless if financial aid was requested or received by the student.

Tuition & Fees

The tuition for the ESOL courses is $100 per credit ($1,800 per course). In addition, there is a $50 lab fee per each ESOL course. ESOL certificate program students are required to take one course per term. Each course has 18 hours of weekly classroom instruction, that includes lecture and lab activities within an 11-week quarter that allows for holidays.

### *ESOL Course Descriptions*

Each ESOL certificate course is designated by the preface "**ESOL**".

**ESOL 001 Writing Workshop 18 credit hours**

This course is designed for students to improve their English writing and research skills as they confront real-life experiences. Students are provided with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is on the writing process, with an emphasis on professional and academic writing. Students receive constant feed-back through one-on-one activities and tutoring sessions with their instructor and peers as they present, discuss, and write about their real-life and work-related situations.

**ESOL 002 American Culture 18 credit hours**

This course is designed for students to explore contemporary American culture as they improve their English and confront real-life experiences. Students are provided with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring a panorama of American people, places, and events. Students receive constant feed-back through one-on-one activities with their instructor and peers as they present, discuss, and write about American culture and their real-life and work-related situations.

**ESOL 003 Patterns of American Immigration 18 credit hours**

This course is designed for students to survey the history of American immigration and cultures as they improve their English and confront real-life experiences. The course provides students with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring the historical and cultural developments of various immigrant groups in American society. Students receive constant feed-back through one-on-one activities with their instructor and peers as they present, discuss, and write about American immigrants and their real-life and work-related situations.

**ESOL 004 Northern Virginia Business 18 credit hours**

This course is designed for students to explore the development of Northern Virginia as a center of global business and commerce as they improve their English and confront real-life experiences. The course provides students with a supportive environment for practice in conversation, reading, and writing in English. The focus of this course is the study of a series of interesting articles and research activities exploring the development of the important businesses and transit systems linking Northern Virginia to Washington D.C. Students receive constant feed-back through one-on-one activities with their teacher and peers as they present, discuss, and write about the Northern Virginia business culture and their real-life and work-related experiences.

# www.uona.edu

**University of North America**
12750 Fair Lakes Circle
Fairfax, VA 22033 USA

- Master's and Bachelor's Degree & Certificate Programs in Business and Technology
- Occupational Associate's Degree and Diploma Programs in Technology and Management
- ESOL Certificate Program


**University of North America**
**Catalog 2023.v1**

# JANUARY 15, 2023 - CATALOG ADDENDUM: FACULTY & LEAD FACULTY

| Faculty | Teaching Area | Applicable Degrees Held |
|---|---|---|
| Mustafa Ahmed | Accounting, Finance<br>**Lead Faculty** | MS, Accounting, Strayer University, Washington, DC<br>BS, Accountancy, University of Illinois, Urbana-Champaign, IL<br>CPA License, State of Illinois |
| Xue (Peter) Bai | Computer Science; Data Analytics | PhD, Industrial Management, Clemson University, Clemson, SC |
| Rosalyn Bryant | Quantitative Sciences; General Education | PhD, Measurement, Statistics & Evaluation, University of Maryland, MD<br>MA, Teaching, University of Maryland University College, MD<br>MS, Mathematics, Virginia Tech, VA |
| Ann Marie Bunce | History; Communications; General Education | MA, History and Education, Long Island University, CW Post Campus, NY<br>BA, History, Long Island University, CW Post Campus, NY |
| Arthur Bunce | Technology; General Education | MS, Educational/Instructional Technology, University of North America, VA<br>BA, English, Stony Brook University, NY |
| Jason Chao | Political Science; General Education<br>**Director of Academic Administration** | PhD, Government and Politics, University of Maryland, College Park, MD<br>MA, International Policy Studies, Monterey Institute of International Studies, CA<br>MA, International Relations, University of Southern California, Los Angeles, CA |
| Shirley Chen | Accounting, Finance | MBA, Finance & investments, The George Washington University, DC<br>CPA License, Virginia Board of Accountancy, VA |
| Dex Curi | ESOL<br>**ESOL Administrator** | Certificate in Teaching English as a Foreign Language and in Teaching English to Speakers of Other Languages, International TEFL Academy<br>BA, Psychology, George Mason University, VA |
| Jorge L. Daly | Economics; Social Sciences; General Education | PhD, Economics, American University, DC<br>MBA, State University of New York at Binghamton, NY |
| Frank DiVito | Law, Ethics, Political Science; Management; General Education | JD, Law, University of Illinois at Chicago-John Marshall School of Law, IL<br>Political Science, University of Illinois Urbana-Champaign, IL |
| Adolfo (AL) Gorriaran | Information Technology; Management; Business<br>**Lead Faculty** | DBA, Business Administration, Nova Southeastern University, FL<br>MSIM, Information Systems Management, Keller Graduate School, IL<br>MPA, Public Administration, Troy University, AL<br>MA, Business Administration Management, Webster University, MO |
| David O. Harper | Research Methods; Technology; Management | EdD, Human Resource Development, The George Washington University, DC<br>MS, Business Information Technology Mgt., Johns Hopkins University, MD<br>BS, Business Administration, Columbia Union University, MD |
| Terry Hsu | Computer Science; Information Technology | MA, Architecture, North Carolina State University, NC |
| Tien-Chen (John) Hsu | Computer Science; Information Technology | MS, Computer Science, Southeastern University, DC |
| Aliakbar Jalali | Computer Science; Information Technology<br>**Lead Faculty** | PhD, Electrical Engineering-Control, West Virginia University, Morgantown, WV<br>MSc, Electrical Engineering-Control, University of Oklahoma, Norman, OK |
| Chung-yin (Betty) Koo | Computer Science; Programming | MS, Information Systems, George Mason University, VA<br>BS, Information Technology, George Mason University, VA |
| John W. Link | Information Security; General Education | MS, Conflict Management & Resolution, George Mason University, VA<br>BA, English Language and Literature, University of Virginia, VA |

# JANUARY 15, 2023 - CATALOG ADDENDUM: FACULTY & LEAD FACULTY

| Faculty | Teaching Area | Applicable Degrees Held |
|---|---|---|
| Ali Mehrabi | Computer Science; Information Technology **Lead Faculty** | PhD, Engineering Science, University of Mississippi, MS<br>MS, Electrical Engineering, Oklahoma State University, OK<br>BS, Electrical Engineering, University of Oklahoma, OK |
| Andrew Molnar | Management; Technology; General Education | MS, Military Operational Art & Science, Air University, AL<br>MS, Administration, Central Michigan University, MI<br>BS, Natural Sciences & Applied Mathematics, University of Akron, OH |
| Ramon Moran | Management | PhD, Organizational Management, Regent University, VA<br>MA, Education, Regent University, VA |
| James Moses | Management **Director of Education** | MS, Japanese Business Studies, Chaminade University of Honolulu, HI<br>MA, Public Administration, Madras Christian College, Madras, India |
| Mohammad K. Moussavi | Computer Science; Information Technology | DS, Communications, The George Washington University – School of Engineering and Applied Science, DC<br>MS, Communications, The George Washington University, DC |
| Sheldon Peng | Accounting, Finance; Business Management | PhD, Accounting, Kent State University, OH<br>MS, Professional Accounting, Michigan State University, MI |
| Gary A. Rucker | Information Technology; Systems, Finance; Management | MS, Information Security Management, University of Fairfax, VA<br>MBA, Jones International University, CO<br>MIS, Strayer University, VA<br>BBA, Accounting, University of the District of Columbia, DC |
| Farzan Soroushi | Computer Science; Information Technology | MS, Computer Science, University of Oklahoma, OK |
| Diane Waters | Accounting, Finance **Director of Finance**; **CFO** | MBA, University of Maryland, MD<br>BBA, Accounting, John Marshall University, WV |
| Peter West | Instructional Technology **Director of Distance Education** | PhD, Instructional Technology, Northern Illinois University, IL<br>MA, Library Science, University of Wisconsin-Milwaukee, WI<br>BS, English, University of Wisconsin-Whitewater, WI |